

Sales Management

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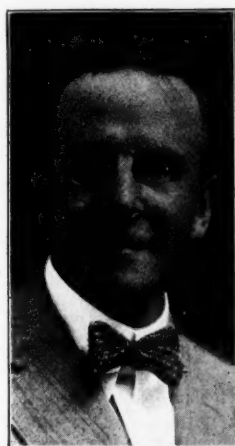
Chicago, January, 1923

Number Four

My Three Most Interesting Sales

By Bevan Lawson

Mr. Lawson is well known among New York sales managers. He was at one time in charge of sales and advertising for the Auto-Strop Razor Company and more recently for E. R. Squibb and Sons. Like so many other successful sales executives he served an apprenticeship as a salesman in the export field. Even though the scenes of the exploits he describes are laid in foreign lands, the principles involved are none the less suggestive.



QUALIFICATION for a salesman's present fitness and his ultimate capacity to function as an executive depends mainly upon the one question as to whether he is afraid to do things which lie outside of the beaten path of precedent. The exercise of quick decision to meet

a contingency may sometimes lead into error, but when such judgment results successfully there is no greater satisfaction than that which follows an intuitive action, nor is there anything which will contribute more to business courage than the salesman's self-knowledge of his own resourcefulness.

I have always regarded as a very constructive incident a difficulty which presented itself on the occasion of my very first experience as a sales representative. Because it resulted successfully, I believe it established in me a readiness ever after to do things which are not in the regular code of sales process.

Number 1: Crossing the Slick Competitor

I had connected with a Montreal manufacturer of souvenir jewelry, one of the two pioneer firms which had made the Maple Leaf famous by reproducing it in enamel on silver and gold. Our competitor had established a similar demand in Bermuda for reproduction of the "Angel Fish" as well as for enameled souvenir ornaments bearing the Bermudian coat of arms.

When given choice of territory I proposed to establish similar trade, not only

in Bermuda but in the further group of West India islands, including Trinidad and Jamaica, where there is much holiday travel.

Information that I was to visit Bermuda leaked out, and on the voyage over I encountered my competitor who had made hurried plans to head me off. We made friendly acquaintance on the ship, and as I could not claim knowledge of the dealers whom we were both going to visit, my competitor proposed that we should make the initial visits together, and arrange selling interviews alternately, he dating the first dealer and I the second, and so on. I did not like the idea, but accepted it as a compromise arrangement under the circumstances.

A Momentous Decision

Very naturally, he planned the series of visits so that the more important dealers fell to him while he allotted the less consequential customers to me, and with knowledge that my range of assortment would suffer in comparison with that of my competitor because his was more comprehensive and better established, I felt myself at a disadvantage in every respect.

Thereupon I made what turned out to be a momentous decision, especially that as yet I had never negotiated a sale to any retail dealer. I announced to my newly made friend my decision that as he planned to take the same ship back on its return trip in four days' time, while I must wait nine days for the ship which would carry me southward, it would be only fair and courteous for me to give him a clear field, and therefore I would not open up my own samples until he had seen all buyers on the island. Of course, he protested, but I notified everyone concerned of my decision and merely asked that they would remember that I had an entirely new line of samples to submit to them after the other man had gone. The dealers appreciated the op-

portunity to view my samples at their leisure, after the visiting boat had sailed, and, what was more important, my plan worked just exactly as I figured that it would, namely, they bought quite sparingly from my opponent, and I profited by supplying the bulk of their needs for the coming season. Since then I have often wondered what effect on my embryo salesmanship would have resulted from a less successful outcome of this, my first, sales strategy.

Number 2: Making Colors Fight

A foreign sales representative has varied opportunity to exercise initiative; indeed, if he is not capacitated to meet unexpected conditions by original action he is destined to comparative failure from lack of resourcefulness.

I may illustrate this statement by referring to a predicament in which I found myself at the close of a selling trip which brought me to Cuba as my last stop before reaching New York. At that time I was carrying a ton weight of samples in fourteen trunks. Among my selling lines was a large trunk full of "Pickards" hand-painted china. I had expected to leave these in bond at Havana while I took possession of an entirely new line of samples which I had been advised were waiting my arrival, packed in a large hogshead. I could find no trace of its arrival, and therefore was obliged to clear my old samples and make all possible sales from that collection. Just two days before my intended departure for home, and after I had visited the trade exhaustively, I was notified by a local custom's broker that he had in his own warehouse an unclaimed hogshead containing art china which he had cleared, pending my arrival, by paying the duty to save confiscation. Foreign despachantes do such things to drum up business for themselves.

This was, indeed, a predicament for

me to be in, for I had taken orders from all the available dealers and here was a valuable consignment with heavy duties paid, and I had only two days to gain possession of it, and attempt disposal without a customer in sight.

Someone told me of a certain fashionable hair dresser who had a case of fine china in his store. I investigated and found that I had just this one prospect, and none other. Upon explaining the situation to him I made plain the fact that I could not repack any portion of the consignment if I opened it up, but must sell all or none of it. He told me to deliver the hoghead that evening and that he would save my time by laying it out preparatory to a sales call, which I arranged for next day.

I was on hand very early next morning, but was astounded to find that he had already chosen about half of the items which he had listed from the ticket numbers, and the remainder he had set aside as of no interest to him. He took his list with him and left me, presumably to make an invoice of the chosen numbers and submit the same to be checked against his own list. No argument would move him. He had spent hours in choosing between one pattern and another, and had been very discriminating as to design and color. To me this seemed a disaster, for I had neither time nor ability to repack the remainder, and furthermore heavy duties had been paid on all the stock. These considerations made no difference to my customer and he returned to his duties.

An Hour Well Spent

Thereupon, I spent an hour or so in arranging the stock to suit a quickly formed purpose. He had broken his agreement to take the entire shipment and a retaliatory idea occurred to me. I rearranged the items that he had so laboriously chosen so that the colors would clash with one another. I improved the orderliness of his layout, as it were, but made one color fight the one next to it. On the other side of the room I arranged the pieces that he had rejected, but in such harmony of color scheme that they manifestly out-rivaled those of his choice, and then I called him back to his room and challenged his selective judgment. He would not believe his eyes, but seized the list he had made and verified the numbers, aided, of course, by his memory of the choice he had made. He saw the remainder in an entirely new light, and with confidence on his own selection so violently shaken, it was not a difficult task to win him over to the purchase of the entire lot by the offer of a special inducement in point of adjusted price. There is, indeed, a grand and glorious feeling that a salesman is entitled to after negotiating a sale by strategy, and although many years have passed since that particular occasion, I still enjoy recollection of the satisfaction it brought to me.

Number 3: The Clean-up That Made the Argentine Anniversary Famous

Quick decisions, when correctly judged, are stimulative, and sometimes spectacular, but the foreign representative will

invariably testify to more frequent necessity for patience and self-repression. The reason for failure on the part of many bids that are made for foreign trade connection is to be traced to impatience at slow progress and desire to obtain results concurrently with, and in ratio to, the amount of energy expended in the first attempt. The English have a better understanding of this condition and the Germans have been even more signally successful in capturing foreign trade, for the very reason of their readiness to wait and build, and then build and wait. The Latin-American merchant is a very deliberate buyer, but when the contact has once been made he is usually a very loyal customer.

It Was a Big Day for the Natives

I have already mentioned the fact that among the many different lines of merchandise which I carried to these Southern Republics was that of enameled jewelry souvenirs. The year 1910 marked the hundredth anniversary of the founding of the Argentine Republic. In preparation for this I had special dies made of the Argentine flag and coat-of-arms, and six months before the actual celebration I went to Buenos Aires. To my surprise I did not find the usual enthusiasm or even the usual interest in national emblems at the time of my arrival. The coat-of-arms had been purely a governmental property, and display of the national flag had been a privilege only enjoyed by the army and navy or by accredited government officials. I had a large collection of varied samples, including emblems of almost every known country, but my sales to the trade were so limited and inconsequent that I was confronted with expensive failure in the object of my trip, for there seemed to be no alternative but to acknowledge defeat of my plans and return home.

However, I learned that the government was going to remove the embargo on the use of the flag by common citizens, and to encourage them to buy flags for decoration during the centenario celebration, I figured that there surely would germinate a growing fever of desire to display bunting at least, and I decided to take the chance that this would also create demand for emblems and decorations that could be worn. So in place of returning, I sent a big order for a stock of coat buttons, stickpins, brooches, fob chains, belt buckles, hatpins and, in fact, every kind of wearable ornament in silver and gold which would bear on it an enameled flag. It was a rush order which was only delivered a few days before the centenario week, but I used my samples to prepare an elaborate window display.

I made a proposal to one of the leading jewelers that if he would give me one of his two large windows for centenario week, I would give him half of the gross receipts. He was a progressive dealer, and he caught the vision that I gave him and promised cooperation. For more than two months nothing happened, excepting that I kept close to the flag situation and found that people were commencing to buy them, and some few houses began to fly them.

Then the students paraded the streets behind their new-found flag, and the spirit of fervor increased by leaps and bounds until everyone was rushing to buy every flag that could be found.

My customer began to urge me to uncover my window, and I came very near to loss of his support because I refused to do so. I took the one chance that when loyalty was at the boiling point I would give them something to rush to me for—and I was right. Just at the point when the streets were full of holiday crowds I sprung the surprise.

We started selling at what I considered exorbitant prices, but the first hour had not passed until our prices were raised almost with every sale. Sample silver buttons which retail in Canada at \$2.40 a dozen were offered at four, ten, fifteen, and finally twenty pesos apiece (the peso is worth 43 cents American).

I started in a back room handing out the stock and keeping record, but the second day there was no time for this, and I had to sit at the desk in the store at the apex of a big horseshoe counter, and do nothing but take in money and make change. Soon we ran short of the buttons, which were most in demand, and the jeweler sent out and bought common metal collar buttons, tore the emblems off other ornaments, and after making a rude soldering job of mounting them with flags, we sold them at even advanced prices. There was one single day when we made total sales of over eleven thousand pesos over that retail counter.

Two Weeks Work Pays for a Years Trip

The long and short of the story is that in a very brief period I had paid over half my gross receipts to my jeweler friend, and my share brought me profits which paid for my whole trip and yielded a handsome return as well. I was away for four days short of a year on that trip, and in a period of less than two weeks of retail sales my entire expenses were liquidated with a large margin of profit left over. I may say that the fever died down with the close of the centenario festivities, and today I suppose it would be difficult to sell these articles to any Argentinian dealers. Fortune favored me as result of a good guess. I tell the story because, first, it is an illustration of the point originally made in this article, namely, that decisions to meet a contingency may sometimes lead to error, but when such judgments result successfully, courage to do things which are outside the beaten path of precedent will create spontaneity in salesmanship which is ever invaluable to the individual.

If I may be permitted to draw a moral conclusion from such evidence, it would be the assertion that in the ordinary course of sales administration, an embryo salesman may exercise initiative which may indicate originality in sales method, and while it is a departure from precedent, yet it should be carefully considered, for the impulse may spring from some ability in the salesman which lies deeper than insubordination and may point to a resourcefulness which should by no means be discouraged.

How Can Prosperous Commission Salesmen Be Induced to Go After New Accounts?

This problem in concrete form was submitted by a manufacturer of clothing specialties to the readers of the December issue of SALES MANAGEMENT. The manufacturer offered a prize of no less than \$50 for the best solution. Solutions to the problem are still coming in, so the contest will be continued until January 15th, when the prize will be awarded. The following letters are among the best so far received. Have you a better plan?

To Increase a Man's Effort Increase His Wants

By Hal Johnson

Secretary, The Sanitax Brush Co.

THIS is a problem in human nature as much as a problem in distribution, and to approach it intelligently, one must place one's self in the position of a prosperous commission salesman.

I do so and the first thought which comes to my mind is my desire for a new and better automobile. My commissions are sufficient to pay my ordinary expenses, I own my home, have a comfortable savings account, etc., but I really haven't enough surplus to indulge my hobby for a new and expensive car. I really want that new Cadillac, and if my sales manager would learn of my hobby and approach me with a plan which would make me see myself riding around in that new bus, then he would receive my undivided attention.

Now let us step over to Kansas City and see what Bill Jones wants. We find Bill is a big, easy going individual who is satisfied with everything in life except that his hobby is Tarpon fishing. He has managed a couple of trips down to Tarpon Springs, but you know it costs like the devil and he just can't see his way clear to make the trip this year. There is a good club down there too that invited him to join, but the dues are pretty heavy. What can Bill do to make it possible for him to join the club and put in a month each year at his favorite sport?

Jim Wants a Cadillac

Over in Los Angeles, Jim White has a boy about eight years old who has made up his mind that he wants to be a fruit grower and raise oranges. Somehow that is just what Jim wants him to do. What would interest Jim White is a plan to buy an orchard for Jim Junior.

Every one of your salesmen has a pet scheme or hobby, and to get under the skin of these men, you must learn that desire and play up to it strong and continuously. You cannot do this by correspondence nor in one visit. Perhaps the wife is the one who has the pet scheme and Jack Smith over in New York would fall in with an idea that would get his wife what she wants.

As I see it, this is a human nature problem and a bonus system will not register. Each one of these men knows without being told that he can go out and earn *more money*. It must be put to them in a different way. Your appeal must be

based on *more money*, but on a new Cadillac for me, an annual fishing trip for Bill, an orange orchard for Jim and a surprise for the wife of Jack.

Your sales manager must pack his kit and go visiting. He must make enough trips and spend enough time to get next to every one of your salesmen beyond question of doubt. I would say his first trip around should be nothing more than a get-acquainted trip. Maybe he thinks he knows these men now, but has he visited their homes, had dinner with them, taken them to a show and played with the kids. How about a pair of skates for Jack Smith's boy to win the good will and confidence of Mrs. Jack. Before you can learn the real hopes and desires of these men and their families you must gain the absolute confidence and friendship of the whole family.

When my wife becomes well enough acquainted with you to know that your favorite is cherry pie and tells me to invite you out for dinner and cooks a big juicy cherry pie for your special benefit, then I'll say she will tell you what her real hope is.

The Sales Manager Must Go to Work

Your sales manager has now made his first trip around and it is time to begin a little more serious trip. This time the sales manager must go to work. If you sent a pinch hitter into my territory who went out and signed up a dozen or so new accounts and then showed me what he could do, I could do, etc., I would be peeved. But if the chief himself did this work and then came to me and said, "Boy here's a little business I got for you last week and I want to tell you about these fellows," I would look at it somewhat differently. If he told me of a dozen others that he nearly sold and that he thought I could line up without trouble, if he asked me about when I was going to buy the Cadillac and then estimated briefly and quickly what my increased commissions would amount to on say fifty new accounts, (just about buy that car) etc., etc., I am inclined to think I would dust off the old sample case and hit the trail.

Second trip over—now for the third trip after which the sales manager should be able to stay at home long enough to get acquainted again with the office force.

The third time the chief visits me he brings along a portfolio of names and addresses of all customers in my territory arranged geographically and alphabetically with a record of the business done with each. Right in with these records are names and addresses of those dealers whom he thinks I should be selling. If

all those pages were customers I could buy two Cadillacs. Now we get right down to business and we talk over every one of those prospects. If the chief handles this in the right way and he shouldn't be the chief if he cannot, then I am going to buy that bus in ninety days.

I believe I have explained what to my mind is the best way to get increased effort from a bunch of well fed self-satisfied commission salesmen. Back of their self-satisfied manner, each one of them entertains a dream. Find out what it is and play on it. It will cost you time and money, but it will pay for itself.

Promote Salesmen to Be "Master Salesmen"

By George H. Hastings

Sales Manager, Caradine Harvest Hat Co.

Not knowing how much of the country you are covering, or how many salesmen you are working, it would look to me that it was a case of the tail wagging the dog, or the boss afraid of the office boy.

If I had similar conditions where each old salesman had a large territory in which there was a *possible* opportunity to double the business by opening new accounts this would be my plan, and on which I would sell the old salesman before I acted.

I would analyze the salesman's work for the past few years to estimate the future possibilities, basing my figures on the last few years sales with what I had a right to expect during the next year.

I would then make Mr. Salesman a Master Salesman in charge of that territory. I would set a quota low enough for him to make and high enough to pay a good income, and would place a sub-salesman in his district, restricting him regarding who to call on.

This would in a short time show the Master Salesman the real possibilities; would encourage him to be active, thinking the sub might get his job, and would during the season convince him that his territory was too large for one man, and that he should accept a smaller district where he would be obliged to work constantly, as you have a good right to expect.

The sub-salesman would have the Master Salesman's good record to work for; would naturally do all possible to meet it, looking forward to a promotion to a profitable permanent position.

Now if your costs are such that you could give Master Salesman some commission on sub-sales, it would be better.

W. C. House Submits Winning Solution To Caster Problem

The problem of the caster manufacturer seeking a plan to get national distribution quickly at the least expenditure of capital was a hard nut to crack for most of our readers. Out of the various solutions offered, the manufacturer had difficulty in deciding between Wm. B. Remington, sales manager, Whiting and Cook, Inc., Holyoke, Mass., and W. C. House, sales manager of Blamberg Brothers, Inc., Baltimore. While in some respects Mr. Remington's solution was better than Mr. House's, it called for the use of newspaper and magazine advertising which this manufacturer is not prepared to undertake because of financial consideration. Mr. House has therefore been awarded the prize.

Two other papers which the manufacturer has singled out as being especially practical were those submitted by M. S. Jones, of Camden, New Jersey, and Charles B. Mills, of O. M. Scott Sons Co., Marysville, Ohio.

Each contestant has been forwarded a set of casters by this manufacturer, with the suggestion that they be tried out and further details of the manufacturer's problem—not possible to publish widespread—have been forwarded. In the event that the replies received from any of these letters embody a more desirable plan this manufacturer will award a further prize.

The old salesman should be well sold on this modern idea which would work to the best interests of himself and the house. Here is what you would gain. You would keep your old men intact; would be developing new business; would make it difficult for competition to break in, and would have in actual training, some young material to replace the old men when they have passed out or have out-lived their usefulness.

Recommends the Use of a "Point Plan"

By J. W. Wiley

Secretary, Vitrolite Company

The clothing manufacturer whose problem is outlined in the December issue of *SALES MANAGEMENT* is similar to the one we faced a short while ago and I can, therefore, understand exactly his feelings and aim.

The early development of a business usually leads to the allotment of territory on a basis that is not consistent with the best business principles. In other words, in order to get a territory covered and to secure the services of an apparently good man, the usual course is to give a man a far larger territory than he can do justice to—this, of course, leads to trouble later on. We have worked out this same problem to our complete satisfaction.

Last year we instituted a point system which operated in this manner.

Five points were allowed for each \$100.00 worth of business. Two points for each order received and where the same number of orders were received the current week as in the previous week, we

allowed one point for each order received.

This plan accomplished what it was designed to do.

1st—Stimulated activities on the part of each man.

2nd—Aroused friendly rivalry and pride because the results of each man's standing were printed in our Sales Bulletin mailed to each member of the organization monthly.

3rd—Aroused the spirit of the game.

The plan worked splendidly and was exceedingly fruitful in producing large gains in orders received but it was not equitable because it so happened usually that the men in the larger territories booked not only more orders per man but the amounts of them were larger and as a result relatively few of the men made the allotted number of points each month which was set at one hundred. Therefore, we changed the plan to a comparative sales basis; in other words, we established a quota for each man predicated on last year's performance, taking into consideration future business prospects.

The present plan on this basis has worked out in this way—that the amount of each man's orders are recorded and the total amount of the current month's orders is compared with the amount for the corresponding month of the previous year. Thus a percentage is arrived at showing to what extent the sales for the current month exceeded or fell below the previous year.

This plan has worked out especially satisfactory because all have an opportunity to qualify on equal terms. We have not worked out our quota on a strictly scientific basis which we shall probably do later on.

It is surprising how much interest has been manifested in this bonus arrangement, and how much interest and acknowledged value it has in conjunction with our newspaper in increasing our sales, which are five times greater today than five years ago and 50% greater this year than last.

Our men are all located in principal cities, usually being vested with State rights, so that we have to encourage them in getting out and working adjacent territory. We have in some particular cases resorted to cutting down territories but as a general principle this is bad practice.

The scientific budgeting of sales, so that you know with reasonable certainty, the value of a given territory, combined with the incentive or bonus idea, is in my estimation an unbeatable combination.

Hood Rubber Company's Quota Plan

New York sales managers, attending a series of meetings of the Taylor Society, were shown the need for intensive management to meet changing industrial conditions. "Business is facing a decade of intense selling competition," said Dr. H. S. Person, managing director of the society. "Selling price and cost of production will be critical factors in this competition. Excessive inventories are fatal on a buyer's market, and to avoid this, some unit of the organization must make continuous and precise analyses of the market and provide the data for master plans and schedules. Call it what you will—market research, merchandise research, sales engineering.

On the day following, reports were made before the meeting by Mr. W. W. Duncan, of the Hood Rubber Company, Watertown, Mass., and Mr. Ernest E. Brooks, of the Dennison Manufacturing Company, Framingham, Mass. These concerns have developed definite plans of coordinating the sales program with production, and have found their respective plans decidedly helpful in meeting present day conditions.

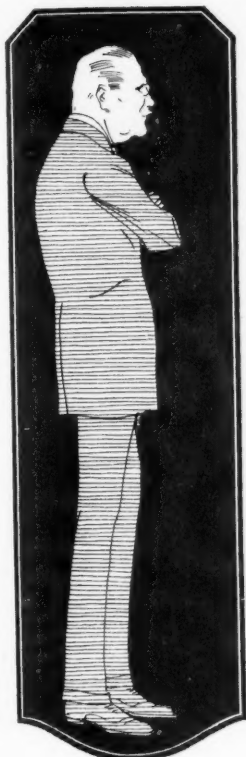
The Hood Rubber Company plan, as explained by Mr. Duncan, includes a very detailed analysis of every territory, through a series of reports sent in by the salesmen and compared with data on file of past sales. Factory production is scheduled on the basis of a master plan that originates with the quota set for each salesman. In other words, the amount that the salesmen and the sales department agree can be sold under the conditions of the year governs the program of factory production.

"I wish to compliment you upon the many interesting and timely articles which appear in *SALES MANAGEMENT* from time to time, which, together with your weekly service, have given me and my associates many ideas and suggestions of value."—F. H. Drexler, United States Foil Company.

No man ever "arrived" who didn't start.

When You Need Money for Sales

A Credit Drama in Three Acts



SCENE: *Tiger Room, Hotel Sherman, Chicago. Friday, December 15th. Meeting of the Executive's Club of Chicago. Platform set to resemble typical banker's office. Mahogany desks, telephones, shaded lights, blackboard. Atmosphere of restraint. Office boy at left entrance. Crowd waiting to see President.*

TIME: *Any time, anywhere, in any bank.*

CAST OF CHARACTERS

The Banker George F. Woodruff
President of the First National Bank of Joliet, and Vice-President of the Bank of the Republic of Chicago

President in Charge of Sales of the Black Ink Type Foundries Company W. H. French
President, Barnhart Bros. & Spindler

General Manager, the Hayseed Wheelbarrow & Shovel Co. V. Frank Banta
President, V. Frank Banta, Inc.

President of the Chicken Laboratories, Inc. W. H. N. Shipman
Sec'y and Treas., Shipman-Ward Mfg. Co.

Sales Manager of the Chicken Laboratories, Inc. F. A. Lemke
President of the American Art Mache Co.

William, Office Boy to the Banker



ACT I

Time—9:30 A. M.

(*President Woodruff seated at desk methodically arranging his morning's mail. Finishes. Buzzes for Office Boy.*)

Mr. Woodruff: Good morning, William. Many waiting?

William: About fifteen, sir.

Mr. Woodruff: Sort out the book agents and canvassers; tell 'em they need fresh air more than I need books; look over the rest, find out their business and bring in the best looking man.

(*William returns with card.*)

Mr. Woodruff: (Reading) Mr. W. H. French, Black Ink Type Foundries Company. Show him in, William.

Mr. French: (Entering) Good morning.

Mr. Woodruff: Morning. Have a chair. Nice day. How are you, and what can I do for you?

Mr. French: Yes. Good. I want to borrow \$50,000.

Mr. Woodruff: Yes sir. May I ask you a few questions about your business, Mr. French? Have you any statement with you? (Mr. French lays a statement before him.) When was this audited, Mr. French?

Mr. French: August 31, 1922.

Mr. Woodruff: When was your company, the Black Ink Type Foundries Company, started, Mr. French?

Mr. French: Ten years ago.

Mr. Woodruff: How successful have you been?

Mr. French: We have shown a nice profit after the first two years.

Mr. Woodruff: I would like to know something about the four executives connected with your business, Mr. French: your treasurer, your credit manager, your production manager, and your sales manager. How long have they been with you? What was their previous experience? Tell me about their ability.

Mr. French: Our treasurer and credit manager have been with us since we started ten years ago. Our promotion manager, eight years. I am handling sales myself. They are all good men.

Mr. Woodruff: Very good. Now, were you on a profit-earning basis before the War? Have you made money since then? Are you prepared to show that your prosperity is not due to war orders? We have to watch that, Mr. French, so many companies are not on a sound post-war basis that can show a good statement for the ten-year period.

Mr. French: Yes, we had some war contracts. But the second year after the war our sales showed a 15% increase over any previous year.

Mr. Woodruff: I haven't asked you why you want to borrow \$50,000, but if it is for sales expansion let me caution you. We today are in the midst of a period of temporary prosperity. A number of companies believe it is permanent and are taking this time to spend more than the future justifies. Our charts and indexes show that we can expect a turn downward again in commodity prices some time after the first of next year. Don't over-estimate your possibilities for the next twelve months—don't base them on what you are doing now. After the

War, predictions were that a long period of prosperity lay ahead, were based on three factors:

1. Plenty of Money.
2. Increase in Domestic Trade.
3. Revival of Foreign Trade.

The first has come to pass. The second is not in good shape, because of the spread between the purchasing power of the farmer's dollar and commodity prices. As the spread widens the market becomes less and less stable. Watch that spread. It's increasing. Foreign trade is disappointing. Now to analyze this statement which I have before me. It looks good. What I look for first is the relation between quick assets and liabilities. We like to see this about two to one. Your quick assets are well diversified. Your inventory is not too heavy. Have you had any bond issues?

Mr. French: No.

Mr. Woodruff: Do you need this money for expansion?

Mr. French: Not for the production part of our business. We have ample capacity in this respect. We want the money to build a warehouse.

Mr. Woodruff: That's all right. I wouldn't advise anyone to borrow money for plant expansion at this time. I assume that you have charged off here a certain amount for depreciation, that you are carrying sufficient insurance. Where are you incorporated?

Mr. French: Yes. We are incorporated in Illinois.

Mr. Woodruff: Have you any outstanding contracts?

Mr. French: No.

Mr. Woodruff: Would you keep an adequate balance with us—say 20%, and would you make an effort to clean up your line of credit at least once a year?

Mr. French: Yes, that has always been my policy.

Mr. Woodruff: This looks good to me but I will need a day or two to talk it over with the credit department to make the necessary arrangements to handle this, and at the same time to make a few inquiries about you. Let's see, this is Friday; if you can arrange to have lunch with me on Monday I think we can fix you up. (Exit Mr. French.)

ACT II

(William presents the card of Mr. Frank Banta, general manager of the Hayseed Wheelbarrow and Shovel Co.)

Mr. Banta: Good morning, Mr. Woodruff.

Mr. Woodruff: What can I do for you, Mr. Banta?

Mr. Banta: Mr. Woodruff, our company has been doing some mighty foolish things during the past two or three years.

Mr. Woodruff: Yes? (Adjusting papers on his desk.)

Mr. Banta: We would like to borrow \$150,000.00.

Mr. Woodruff: What do you mean, that you have done a lot of foolish things in the last few years? (Getting a little restless.)

Mr. Banta: Well, we had some rather big ideas a couple of years ago and decided to add a couple of items to our line that we were manufacturing. As you probably know, our regular line is wheelbarrows and shovels. We weren't satisfied and decided to branch out into specialties.

Mr. Woodruff: How much did you say you lost?

Mr. Banta: Well, we have sunk to date about \$600,000.

Mr. Woodruff: All right, let me look at your financial statement. (He lays it down in front of Mr. Woodruff, who examines it carefully.)

Mr. Woodruff: When was this audited?

Mr. Banta: We have never had an audit made.

Mr. Woodruff: (Getting a little cooler) Let's see, your quick assets are \$880,000; your inventory is \$580,000, and your statement shows that you owe \$540,000. Mr. Banta, one rule that we always follow here in the bank is to test the ratio of quick assets to indebtedness, and we always like to find that ratio two to one. Your statement doesn't show this. Now, we will look at your inventory, which is \$580,000. In your business I would consider this a pretty good stock. Is this inventory well balanced? When you start in production Monday morning will you find any of the items short?

Mr. Banta: That is exactly the reason I have come to you to borrow \$150,000. Our inventory is shy a number of items and it will be impossible for us to get into production at all unless we can es-

tablish a balanced inventory. What we need, Mr. Woodruff, is working capital.

Mr. Woodruff: I will have to tell you frankly, Mr. Banta, that we are not inclined to make the loan. It is not the business of the bank to furnish capital. We supply a line of credit only to a company which is sufficiently capitalized. However, I would like to make a few suggestions that may be of assistance to you. What I would advise you to do would be to think over carefully what your future manufacturing policy will be. Establish this policy and, second, determine definitely how you are going to finance it. You can make up your mind that for the next twenty years those manufacturing concerns which succeed will be the ones which decide on a policy of conservative, steady growth. They will manufacture a product which is in more or less demand.

I would advise you to go back to making wheelbarrows and shovels and let the "war brides" alone. Buy material when business is pessimistic and sell when the market is at the peak. Get away from experiments. Reduce expenses and overhead. From your own words, I would judge that your chief trouble is in management. You need first-class managerial ability. I would advise you to go out and hire the best man you can find for the job—the man who has made a success of your particular line in some other company.

Mr. Banta: (interrupting—more or less peeved) I would like to ask you, Mr. Woodruff, why it is you bankers are so gun shy?

Mr. Woodruff: You would be, too, if you had been shot as many times as I have, and still have a few small buckshots sticking under the skin. Mr. Banta, you need capital, not bank credit. We can't put up capital—it would freeze our assets. My suggestion to you is that you hunt up a good bond house and float a bond issue for a quarter-million dollars. Then take half of this and leave it in the bank as a reserve. Or a preferred stock issue, which of course is harder to sell.

A man came in here the other day whose balance was getting low in this bank. We wanted him to build it up to at least a minimum of \$20,000, but he said "Where am I going to get \$20,000? If I put it in your bank I would have to go and borrow it somewhere else, and that would cost me \$1200 a year." Then I told this man that was the best thing in the world for him to do, because if he kept \$50,000 a year in this bank he would be paying our president, our vice-presidents, our cashier, assistant cashier, and in fact everybody in the bank to boost for him, which they certainly do when they find a balance like this. In other words, he would be hiring ten bank executives for \$100 a month.

ACT III

(Loud knocking at the door—Two men rush past the office boy into the President's office.)

Mr. Woodruff: (Rising as the men enter) Are you gentlemen sure that you are in the right place? This is the Bank of the Executives' Club of Chicago.

Mr. Lemke: We have been waiting for one hour, and every hour that we waste is a thousand dollars out of our pockets and that much out of yours. We have come to tell you about the finest money making—

Mr. Woodruff: (Interrupting) Sit down, gentlemen.

Mr. Lemke: (Remaining standing) Mr. Banker, this is the best proposition that has ever been brought into your presence—and we have decided to give your bank the first chance at it—because we have heard a lot about you, and you're just the kind of a man that we like—

Mr. Woodruff: (Interrupting again) I thank you for that sincere compliment, gentlemen, I didn't know that I had a reputation of this kind. May I question your judgment just enough to inquire as to what this proposition is that is earning me one thousand dollars an hour.

Mr. Lemke: My partner (indicating Mr. Shipman who sits looking wise and impressive) and I have started the Chicago Chicken Laboratories, Inc. It is the greatest money making proposition in the world. The velvet, Mr. Banker, is made on the by-products of the chickens—to say nothing of the nice profit we are going to make on the sale of the broilers themselves.

Mr. Woodruff: It sounds like a new idea: what do you mean by the by-products of chickens?

Mr. Lemke: (Stepping to the blackboard) It's this way. We buy 100 eggs for \$5.00. We don't have to feed the eggs, so at the time they hatch, we have an investment of about \$7 per hundred. The chickens hatch and we already have a market for the broilers at \$1.00 apiece—netting us \$93 on every 100 eggs. But that is only half of the story. It's on the by-products that we make the real money. We sell the feathers, which cost us nothing, for a clean \$2.00 on every hundred chickens. Then the manure—think of that, think of the demand for it. This will net us an even \$3.00 per hundred chickens, and then, here's our trump card, we use the egg shells to make the finest Wrinkle Remover in the world. (Placing a jar under Mr. Woodruff's nose.) Smell of it, it will take the wrinkles out of the oldest face in less than a week. And it costs us only the price of grinding up the egg shells from our 100 chickens. Container, label, packing and all cost us ten cents, and we sell it for fifty. Do you begin to get an idea of what a wonderful money maker we have? And it's such a clean proposition: benefits us, benefits you, benefits the public as it is something they have always been looking for—

Mr. Woodruff: (Having to interrupt) But what do you want me to do; how can I be of any assistance?

Mr. Shipman: We need \$500,000 to get the business started. Mr. Banker, we can return the entire amount with interest in three months, perhaps earlier—

Mr. Woodruff: (Interrupting again) Did you gentlemen ever hear of the success of the Denver Post Hole Company?

Both: Yes, certainly.

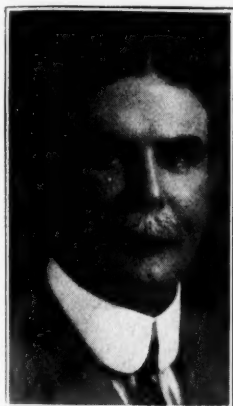
(Continued on page 279)

How to Inspire Salesmen to Work

By Saunders Norvell

Chairman of the Board, McKesson & Robbins, Inc., New York

Mr. Norvell's definition of sales management is "getting the biggest results out of the average man." He thinks that the trouble with most sales managers is that they spend too much time cussing the salesman for lack of results, when they ought to be inspiring them to greater effort. In this article, which is an excerpt from an address given last month before the Sales Managers Club of Columbus, he outlines in his very readable way how he goes about getting salesmen to make the maximum effort.



HOW can you inspire salesmen to work? Now, I have often said it was easy to lay out campaigns. It is easy to plan. Some sales managers are like the fellow who paid his bill with his note, and said "Thank God, that is paid." As soon as they lay out a plan, they say

"Thank God, that is done." They have made the plan, but they don't know the plan is the easy part. The problem is to make the salesmen carry out that plan. To make the salesmen work, to get him out of bed early in the morning, to keep him working late at night, and Saturday afternoon and evening. Accomplishing these things is sales managing.

How are you going to do it? How can you make a man work? The average man in all ages has never wanted to work. In ancient times he fought and captured slaves, and made the slaves do the work. The average man, living in a climate or country where food comes easy, and not needing many clothes, don't work. He shakes a coconut tree, and catches a coconut when it falls. Savages don't work; they let the women do the work. The average man today, if he has plenty of money and things are easy for him, will not work. Am I right?

Salesmen Should Share Profits

Now, how are you going to make them work? The study of psychology tells us the things that make man work—namely, necessity and ambition. One man has to work necessarily to feed, clothe, and house himself and his family. Another man having ambition, aims to live in a nice home and to treat his wife and children well. He prefers that to other things. So if you can stimulate in a young man wants and ambition, you can get him out of bed early in the morning, and keep him at work late at night, because he is working definitely for some thing. The way I started was to have the young fellow to share the profits. This is the foundation of my theory for sales managing.

I played a game of golf out in Colorado Springs the other day with a man. We played first for nothing and I beat

him one hole. I said, "Let us play for fifty cents a hole." His game improved. He beat me five holes.

Now, there are two kinds of salesmen—just as different as day from night. One kind of salesman is the man who goes around taking orders. If he does it well he is a valuable man. Doing it well, he writes the order down correctly. When he goes from one town to the other he does not write the name of the town he was in before. Ever have that happen? He will get the name of the firm right, Smith & Brown, instead of Brown & Smith. You won't have to write in the ledger that So and So got a sight draft by error of names—the wrong firm. The other kind is an entirely different type—a constructive salesman. Don't kill the man who opens new accounts by keeping him going on two or three regular salesmen's territories. Work like that, that kills; because he is not that type. So we concede that fact that you have regular salesmen, and another type whose name I got from the World War.

The Use of "Shock" Salesmen

In the World War we used two kinds of troops. One kind fought day after day, in the regular way, holding the trenches, etc. But when some special fighting was to be done, we had to get some special men to do special fighting. These were called "Shock Troops." "Shock Salesmen" you want on special jobs. As soon as you find you have a shock salesman on the force, don't wear him out at daily drudgery. Use him in shock work. Send him into territories of other salesmen to sell for the man who can't sell, because he has an additional ability.

I will tell you an experience I had with a shock salesman. In Pittsburgh there was an account we could never get. We sent a shock salesman to Pittsburgh, Pennsylvania, and after he had been over there a while, he sent us a beautiful order from that man. When he came home I asked "How did you happen to sell that man?" He said, "The first time I called I learned that he was sick in bed with fever. I went to a restaurant and got a dozen oysters on the half shell, on ice, and covered with a napkin. I went to his house, and his wife came to the door. After introducing myself I said 'May I see your husband?' I brought him a dozen oysters on the half shell.' She consented, and I sat beside the bed while he ate them. When I saw him two weeks later he bought that order from me." That is just one story. It illustrates the use of that different type.

I want to say another thing. Always follow up success. If your average salesman sells \$50,000.00 worth of goods and you have one man who develops business of \$100,000.00 a year, send him a helper. There is more business where you get the most business. Get that? Always follow up success. Now, there is a reason for this. For example, oil is discovered somewhere. Business flocks there. The salesman is doing a big business. Some houses leave the old salesman there, and he does all he can. The real live sales manager says "Here is success." He puts four or five men on the job. Naturally he takes down the "cream." That is live work—sales managing.

Now, in picking salesmen, you pick them by either of three ways—from the inside of the house, from the outside, and from correspondence. In picking salesmen, I want to say, before I forget it, that the most dangerous man to hire is a super-salesman, like myself. The past-master salesman knows too much. He is the worst one you can hire. On account of his record and reputation he wants a big salary to start with. The chances are when he leaves the old house and goes to a new one, he cannot make good. I have lost more money on super-salesmen like myself than on any other class.

Young Salesmen Best

Suppose I could go back to nineteen years of age again and know what I know about business. Would I sell more goods than when I was nineteen years of age calling on the trade in Kansas. I concluded I would not. Why wouldn't I? Excuse me when I say, it is because I know too damned much. Why? When I was nineteen years old, calling on retail dealers, little fellows, I had great respect for them. I looked up to them with reverence. I went in with my hat in my hand and waited on my turn. They thought I was a nice boy. I got a lot of business because I kept on working. If I should call on them today, I would not want to wait too much. I would be super-critical, giving them advice and counsel. I would be so full of advice and counsel, I would forget to put the item on the order book. Therefore, I would not sell as much goods today, with my forty-one years' experience, as I did when I was nineteen years old.

There is another reason. A young fellow works with the young. When an old man comes in he does not get the same entry. You can't make the young fel-

lows act towards you as they do towards the young. We old fellows have to face these cold facts. Therefore, such being the case, if tomorrow I would go out in this town and try to get a job as a sales manager, I don't believe I could get a job. I would not be hired with this white mustache. Business don't want old men.

What is the moral? If you have a good job, hang on to it, if you are old. If you are a young man, make hay while the sun shines, and lay aside something for a rainy day.

I have talked to young men for years, and I often tell this old story to them. It is a good story for a sales manager to tell to his men. An old man of seventy and a young man of twenty went out together one night to have a good time. Each of them spent \$10.00 having this good time. What really happened? The old man spent \$10, but what did the boy spend compared with the old man? He spent about \$100. Why? If he had saved that \$10 it was good for fifty years at 6% interest. It would double every ten years. The old man's \$10 was only good for ten years anyhow; so his money was not worth anything.

The Salesman With a Bank Account

I saved money when I was young. Chances came up, and I invested. I invested in Simmons Hardware Company, took out five for one when I quit; my investment earning 7% all the while. I invested in Norvell-Shapleigh Hardware Company; got five for one, and 7% on my investment. If I hadn't saved the money, I could not have invested; because I never inherited a dollar, and never had a dollar given to me. That is the talk to give to a young salesman, knowing that when he starts to save money, he becomes steady. There is no incentive like a bank account to make a man work. I say all work is based on wants, and when he commences to figure on a bank account, he commences to work.

Watch your inside young men—your boys in the house. Study them; pick out those you think will make salesmen;

try them out in the city. When I would look at a boy and say "Thirty days in the City Department," others said it sounded like "Thirty days in Jail." I would take a bright boy from the stock of the city department, and put him out to help the city salesman. Mr. Simmons, my old boss, once said that the best idea I ever gave in any talk was this one: Salesmanship begins at home, at the dinner table. Do you know the average American dinner table is often a tragedy? Father comes home tired, slumps up to the table; wife sits; children sit; no conversation; no thought about anything or anybody; just feeding themselves. Ever see that kind of dinner table? Nice sort of family, isn't it? Now, when a boy starts in to tell the family what happened during the day, tells the news, and makes it pleasant for the old people, there is a salesman.

How One Salesman Was "Discovered"

Take the boy in the store who tells stories at lunch times. His sense of humor marks him for a salesman. I went in the washroom one day when two boys from the office were washing themselves. One said "Got in pretty late this morning, didn't you?" The other boy answered "I would like to know how you could be up early after you stayed up all night thinking about the interests of the house." I marked that boy. Today he is a great salesman.

Did you ever hear how I started in the Simmons Hardware Company, working in stock, in the cellar, at \$20 a month—\$5 a week? One day I pulled the old-fashioned rope of the elevator and sat down. Having been to a dance the night before, I felt tired, and soon lay on a truck. While lying there, Mr. A. C. Simmons came into the cellar. He looked at me, and I was frightened stiff. He said "You look pretty independent." I don't know why I said it, "Mr. Simmons, any man can be independent on \$5 a week." The next day Mr. Simmons called me to his office and said "You spoke rather fresh to me yesterday." He talked to me a while, ending by say-

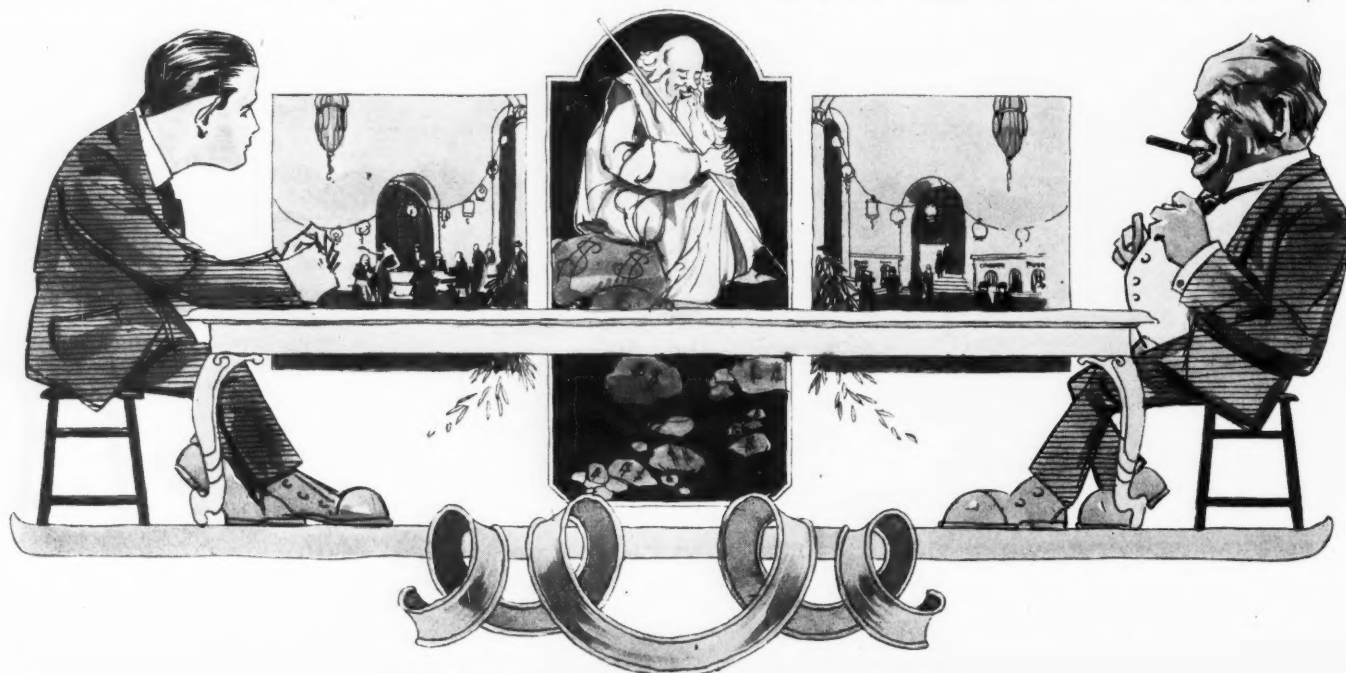
ing "Your salary is now \$35 a week—not for what you have done, but what I hope you will do in the future." I got a raise on that fresh remark. I called myself to his attention.

Let us consider the outside man. I used to send my salesmen a questionnaire about our competitors' salesmen. Who was your hardest, next hardest, and next hardest, A.B.C. men? All my salesmen would write back and tell me who they were. Of course the territories overlapped, and sometimes I would get the same name as the A man, the hardest competitor, from five or six salesmen. I had my secretary tabulate this in a book. I had all the hardware men in the United States tabulated. How many of you have done it?

He Was From Texas

One day a man from Texas came into my office. He said "I have had a quarrel with my sales manager." I interrupted, "How much do you want?" He replied "\$250 a month." I answered "You are hired." He went to the front door, turned and came back, and stuck his head through the window I had in the front office, asking "Do I understand I am hired?" I said "Yes, come in here. I want to show you something." Showing him my book I said "This is my system. I know you. There you are—an A man." Isn't that simple? Why shouldn't every one of you have a book? Besides it is good for your salesmen to know you have a book of record of all the crack salesmen in your territory.

Some salesmen you get by correspondence. You get all kinds of letters from applicants. I used to have forms for all kinds. Some of the kinds I used and some I didn't. I had this form. I said "How tall are you?" "Are you what is known as a moderate drinker?" That was in the old days. "Did you ever have a scandal?" etc., and so on. Do you know that when a man answers falsely any question, and signs his name to his statements, that you hire him on false pretense. It is as bad as when a customer asks credit on a false statement.



Small vs. Large Advertising Agencies

By Philip S. Salisbury

Vice-President, The Dartnell Corporation, New York

This is the fourth of a series of articles dealing with the relations of a sales manager with his advertising agent. Preceding articles discussed the cooperation which an advertiser should give his agency to get the best results; the compensation of the advertising agent and general suggestions on how to go about selecting an agent. In succeeding issues other phases of this interesting branch of sales management will be taken up and discussed.

ONE of the largest national advertisers shifted recently from one large agency to another. I happened to know that the president of this company is a close personal friend of the head of a small but efficient agency.

I asked this latter man if his agency had been considered. "No," he said, "I knew nothing about the change until it was announced to the public. I saw my friend shortly after, and asked him if he had thought of our qualifications. 'Why no—ours is a big account, so of course I went with a big agency.'"

This undoubtedly struck the advertiser as sound logic. As a matter of fact, he placed his account with a good agency, but that does not excuse him from blindly ignoring the merit of a smaller organization.

All Is Not Gold that Glitters

But after all, this advertiser is not a lone instance, for many desirable accounts are obtained on the size of the agency rather than on the ability of the principals. A new agency starting with twenty-five or more supposed employees has a much better chance to obtain major accounts than has an agency that starts with five able men. There seems to be no business in the country where "follow the leader" is such an effective slogan. An irresistible glamour seems to surround the large organization and the one with a large number of accounts.

Mere size means nothing. Here is an agency with thirty-five people, impressive offices, a "statistical" department, a research "staff," and several other departments and titled officials. It is an easy matter for a salesman for this agency to persuade a sales manager to go through his plant, and the sales manager is impressed by the size of the organization: he thinks he would get the combined effort of these thirty-five men.

But what the sales manager does not discover in this personally conducted tour—because his attention is directed the other way—is that twenty-five of these men are required to handle one account alone. Every bit of advertising material for this client is prepared in the agency—even to the cut-outs, envelope stuffers and a multitude of electros, and of course the preparation of copy and the checking of publications. Three-quarters of the agency staff spend all their time on this account—so the sales manager would never get the "combined brains of the organization."

This is a case of "padding" by inference. There are other ways of doing the same thing. A St. Louis agency president told me that during the past year he had applications from a dozen young men of attractive personality who wanted a place to hang up their hats and learn the advertising "game" under a master of the business. It would be necessary only for him to give them a nice desk and a swivel chair and they would work without pay for several months. If he wanted to, he could easily have a force of thirty men, with only half on the payroll. Then when prospective advertisers came to the office they would be properly impressed by the size of the organization.

Size Not a Measure of Merit

Another way to pad is to give desk space to new accounts they are developing. Take the case of a small manufacturer in the outskirts of a big city. He wants a downtown office, and would welcome an opportunity to have desk room for one or two people in an agent's office. Then there is the agency head who is also president of one or more manufacturing organizations. The sales manager, advertising manager, and clerical department of the enterprises are located in the agency office, and we have the glamour of the stupendous, successful agency.

The paragraphs above are not an indictment of the large agency. There are any number of good ones, and it is unwise to generalize. The point that I would like to drive home, and that seems perfectly obvious and yet is constantly disregarded, is this: *mere size is not an indication of merit.*

The size of an efficiently operated agency organization is regulated by the volume of business obtained. It would be a very easy matter for an agency composed of five experienced men to increase its personnel to fifty men within 30 to 60 days if they had the volume of business to justify it.

Just suppose that you are one of the big men in the Price-Waterhouse Company, and I am one of the top-notchers in the Haskins & Sells organization. We might get together and decide to start an accounting business of our own. It would not be hard for us to hire good men from the old organization as fast as we obtained accounts to keep them busy. It is just as easy to hire good men for an advertising agency as it is to build up a trained organization in any other line.

An advertising agency can never be any stronger than the men who head it. More consideration should therefore be given to the heads of the agency, their record of success, their all 'round ability, and their character, than to the number of people employed or the number of accounts handled.

Has the agency or any of its principals had specific successful experience along the lines you are interested in? It should go without saying that this is the most important qualification of all. How does their ability, their experience, their methods compare, point for point, with relation to your business?

A number of advertisers with whom I have talked expressed wonder that so few advertising agents were themselves consistent advertisers. "I should think," said one of these men, "that this should be one of the tests in selecting an agency, large or small. If an agency does not or cannot advertise itself successfully, how can it be expected to advertise successfully for others?"

Financial Considerations Important

Then there is the question of financial stability—very important because the agency acts as a purchasing agent for you, and is entrusted during a year with thousands of dollars of your money. Here the big agency doubtless has an advantage because of adequate capital, excellent banking connections, universal publisher's recognition, and the like.

The subject of recognition deserves special attention because on it depends the amount of "spread" that an agent has for rendering service and making a profit. The agent is paid a commission by the publisher—usually 15% of the contract rate with the advertisers. But before he extends this commission or accepts a contract on credit terms the publisher must be sure that the agent is financially sound, also that his business practices are ethical, that he is likely to remain in the business permanently, that he is a legitimate agent and not simply a buying organization for one or more advertisers who are the real owners of his business, etc. Because it would be wasteful for every individual publisher to gather this information and decide on recognition, they have banded together in associations that handle this among other things.

The best known of these groups are:

Periodical Publishers Association (P. P. A.)

American Newspaper Publishers Association (A. N. P. A.)

Agricultural Publishers Association (A. P. A.)

Associated Press Papers (A. P. P.)

In addition, some of the very large publishers, such as Curtis, decide on agency recognition more or less independently of these other groups.

Whether or not an agency has recognition has some bearing on its financial stability, but its greatest importance to the sales executive—the advertiser—is its effect on *service*.

If an agent lacks recognition he cannot get a commission from the publisher

direct, and must therefore clear his business through a recognized agency and split the commission. The size of the split will depend on the bargaining ability of the two agents, but if the non-recognized agent has to hand over five per cent, it is a five per cent that he cannot use in giving you service, and it is a five per cent that he is not getting for profit. So his profit must come from the remaining two-thirds. Any way you figure it, the split commission *must* result in lowered profits for the agent or less service to you, perhaps both.

There are so-called small agencies who do not depend on the publisher for their profit. But most of these are not *agents*;

they are advertising specialists, or counselors, who work on a fee basis. While they are not recognized as agents, there are many who give exceptionally fine service.

An advertiser told me only yesterday why he had placed his account with a large agency. "Mine is a national business," he said, "with a product that has a potential sale, and a repeat sale to every man, woman, and child. We can't just go into one or two magazines and call our job complete. We have to pound away in hundreds—yes, thousands—of magazines and newspapers. I know that there is an art to buying space advantageously, and I do business with this agent because he is big enough to attract all of the space sellers, and he makes deals that save me many thousands."

Nothing is more quickly affected by stagnation of business than advertising columns. It is unlike other kinds of merchandise. The grocer who owns a barrel of sugar will have it in stock tomorrow if he does not sell it today, and although the price of sugar may decline, it will be worth something.

George P. Rowell, founder of one of the first advertising agencies, told in his book "Forty Years an Advertising Agent," of the practices of agency space buyers in 1878.

The Agency of 1878

How is it with a man who has a column of space to dispose of. His newspaper goes to press today! If he does not sell his space it is lost, and worse than lost, for if an advertiser does not pay for an advertisement to fill it, the printer must pay for the necessary typesetting required for filling it with reading matter. Consequently in the majority of papers—the price of advertising depends largely upon the question, "How much can we get?"—The real strength of the agent lies in his ability to obtain the greatest concession from publisher's rates. To know what newspapers must have \$100 for a one-hundred-dollar advertisement, and what one will take the same for \$50, \$30, or \$10 is the most useful and profitable portion of the stock in trade of the successful advertising agency."

In the same chapter he added, "When the agents multiplied, and competed with each other, it soon became the thing to do to charge an advertiser as near to the prices named on a rate card as it seemed likely he could be induced to pay, and then cut the paper down to as near nothing as the paper could be induced to accept."

Times have changed since 1878, but it is still true that with many small newspapers the rate depends most on the bank balance of the newspaper at the particular time, and some agents are particularly adept at getting these cut rates. This is a reason why some of the very large advertisers have one agency for placing their newspaper business, and another that does their general service work and places magazine and outdoor advertising.

In operating a factory, there are many savings connected with standardized

(Continued on page 278)



How Can "Thumb Men" Sell *Your* Goods?

If your products are sold through jobbers—beware the handicap of the "thumb man." In response to queries from half sold retailers he "thumps" his way through his ponderous catalog, hunting for *your* page.

❑ How can he *sell* your goods? Yet he *can*, and the solution is in your hands.

❑ Maybe you'd be interested in learning how others have done the job and won the enthusiastic and intelligent support of

their jobbers' salesmen, and built up sales.

❑ This, along with other interesting marketing problems, is discussed in the book, **PROMOTING SALES**. A copy will be sent on request made on your business letterhead.

(Please mention Sales Management)

The Corday & Gross Co.
Cleveland
Effective Direct Advertising

Making Sure Dealer-Helps Are Used

An Interview by Otis R. Tyson with

W. W. Brown

Sales Manager, Vogan Candy Company, Portland, Oregon

There has been a great deal printed on the subject of dealer cooperation. There are numerous concerns who spend large sums of money in building better merchants. Some of these concerns, particularly in the clothing field, have done excellent work. But even among such concerns there is too much left to hope—too many things that the dealer must do himself, which of course he never does. We are publishing Mr. Brown's plan because it shows what one moderate sized sales department is doing to actually show the customers on its books how to make more money with which to buy more Vogan's candy.

IT'S not what we sell the dealer that determines how nearly we approach saturating our territory; it's what we can get the dealer to sell for us," said W. W. Brown, sales manager of the Vogan Candy Co., Portland, Oregon, as we sat discussing the ever-pertinent question, getting dealers to push your line.

"I spent the greater part of the morning," continued Mr. Brown, "with one of our customers who is equipping a new store. Drawing on my own retail experience, I was able to help him lay out the store, select his fixtures, and design his windows. Besides getting closer to that customer than ever before, I have the satisfaction of knowing—at least believing—that I helped him toward his goal—a greater volume—and thereby helped myself toward my goal—another increased outlet for candy.

"Yesterday I engaged two men for an out-of-town customer and helped another one to get a certain camera agency. Tomorrow I am going to spend an hour or so with an Idaho dealer who wants to know how to dispose of a stock of phonographs. That's the way it goes all the time—a constant good-will campaign."

Mr. Brown Makes a Survey First

"Pretty big undertaking," I suggested, "this personal service to all comers."

"It is somewhat of a job," he admitted, "but it is worth all the time, money and energy we put into it. But I haven't begun the story yet; I've merely skimmed over a few incidental experiences. Let me get down to our fixed program:

"I make a personal survey—upon request—of any store where our goods are sold. This is primarily a survey of the candy department. I go into all the contributing details; the location of the store—is it on a corner or in the middle of the block, the neighbors; the location of the candy department and how it is manned; the physical equipment; the average candy investment and the average daily sale; population of the town and the number of stores selling candy; window displays and advertising. If it seems impractical to make the trip I do the work by mail—in conjunction with the salesman in that territory. While, as I said a moment ago, this survey was originally planned to cover the candy department, I very frequently make it cover the entire store. This service is

very much in demand; I made forty-two surveys last month.

"Here's a copy of a report I sent to a druggist after I had studied his store with the idea of helping him correct several admitted weaknesses—and several

Don't Damn the Dealer—Help Him

During the last four years we have had much talk about "helping the dealer."

Sales managers admit that he is the "neck" of the sales bottle.

They admit that the surest way to increase their own business is to increase the business of the customers already on their books.

BUT—

Very few sales managers are doing anything. They just talk and talk and talk.

You can talk to dealers about "trading up" until you are black in the face; you can send them correspondence courses and beautifully printed literature. They will read it all, and agree that it is great. They ought to "trade up."

BUT—

They never get beyond the agreeing stage. The only way to get them to "trade up" is to show them how. That is what Mr. Brown does.

others. I recommended the shifting of practically every department and showcase in the store. A survey of the district in which the store was located had convinced me that it should be arranged with the idea of appealing to women; he had been working along directly opposite lines."

While Mr. Brown was answering a telephone call I looked over the report. I was glad to note that all of his suggestions were backed up by a reason why. Let me quote a typical paragraph: "The candy department should be taken

away from the soda fountain and placed next to the cigar department. The soda fountain customer has already had his sweets, and the cigar customer is a much better prospect." Most any dealer would appreciate such sound advice as this: "Do not have too many displays on your showcases—not more than two to every four feet. There should be at least eighteen inches of free space between each display." . . . "Articles that sell on sight and without any special effort on the part of the salespeople should have the most prominent locations." Surely this is ideal dealer-help.

The Main Feature of the Plan

"The big feature of our service is a Monthly Merchandising Plan," said Brown as he hung up the receiver. "Through it we offer a definite candy-selling program for the entire month—usually a series of week-end drives, each one centered on some particular piece of goods at an odd price. Supporting the plan, we supply, without cost to the dealer, the necessary cards for the displays, copy for such cards and posters as can best be made locally, and suggestive copy for newspaper advertising. If a feature window display is a part of the program—and it usually is—we send two sketches: A rough layout of the proposed display showing how to utilize wooden boxes and other inexpensive materials in doing the ground work, and a more complete drawing showing the finished display. We make these displays as simple as possible—the average store is usually short on display fixtures—but we never send out a suggestion unless it has a genuine selling punch in it.

"In laying out these monthly programs we pay particular attention to the two most important candy seasons—Christmas and Easter—and send out schedules for a complete campaign, suggesting dates and copy for newspaper advertising, and definite plans for window and interior displays. We always include window strips and display cards, or suggestive copy for them. In short, we sell the dealer a supply of candy and then give him a plan, a sure-fire way to sell it—and more. This plan gets the hearty support of all of our salesmen. They frequently take off their coats and help a dealer trim a window or dress up a showcase. You see, they all know the game from the retail angle—just as I feel that I do."



How one window looked before Mr. Brown "sold" the dealer the "trade-up" idea—Nothing very appetizing about it, is there? Note especially the ice-cream freezer and buckets

"Do all of these fellows really appreciate all of these things you do for them?" I asked.

"Oh, I suppose we do get the worst of it now and then—just as we would under any plan," he answered, "but our business is growing and so is our strength as business getters. Every problem we help a dealer work out gives us a broader experience from which to draw in solving the next—"

A sharp knock rattled the office door.

"That's Lee," said Brown. "One of my road men. If you'll excuse me I'll let him in for a moment."

After the introduction Brown got back to the topic by saying to Lee: "Bob, we've been talking about our merchandising service. I was about ready to tell something about specific results. Suppose'n you give us a few typical cases."

"Well," said Lee, "we might mention D. D. & H. for example. Early in December I suggested to them that they could use five hundred pounds of Christmas candy. Their hands went up; couldn't be done, they said. Might talk about five pails, but five hundred pounds—never! I practically guaranteed the sale of five hundred pounds, knowing that our system would sell it for them. And it proved to be easy. I was on hand when the candy arrived. We laid a full barrel on its side in the window and opened it up, spreading the candy over the floor on a clean spread of paper. Nothing fancy; the candy made its own quality and appetite appeal and the price card—'Christmas Candy, 29¢ a Pound'—put over the price and economy idea. They sold the first five hundred pounds—and ordered seven hundred pounds more! They called me a wizard, but all I had was the nerve that they should have had and a few fundamentals in the art of merchandising.

"And here's a note," he continued, "from a chap in Roseberg. He's always

clung to the box candy idea, but I succeeded in getting him to try just one stunt in bulk goods. That started him off right; here's his report covering the last four weeks: 167 pounds of gum drops—at 32 cents—in 6 days; 180 pounds of jelly beans—at 23 cents—in 4 days; 100 pounds of salted peanuts in 5 days; 165 pounds of hoarhound drops—at 32 cents—in 8 days. He uses the simplest kinds of displays—those we send out are always simple—and you will note that he follows the odd-price plan. That program will do the work—if everything is neat and clean, inside and out.

"That's the way our plan works; it's the greatest ever. I'm perfectly willing to let our competitors content themselves with sending out fancy cards and window set-ups. They are all right—if they are used. We make sure that our dealer-help stuff is used by showing the dealer how to use it profitably."

And then Brown told me that they are working out a Merchandising Bulletin Service which will cover all departments in the average drug store, grocery, or candy store. These bulletins will give seasonable merchandising suggestions for all kinds of merchandise.

"We feel," said Brown, "that if we are able to develop all or any part of a man's business he will be increasing his capacity for selling candy. And, of course, there is great value in close contact. We believe that we have eliminated competition in scores of cases by working with the dealer in the ways that I have tried to describe to you. We have made their problems our problems—and they appreciate it. We have made them see the philosophy of quick turnover—particularly in candy—by showing them how to get a quick turnover. In short, we have proved to them that they can sell our merchandise at a good profit and do a greater volume than they had ever thought of doing before."

New Book on Economics

Sales managers who are interested in the subject of economics—and we all ought to be these days—will appreciate "Practical Economics" by Henry P. Shearman, professor of economics, Duquesne University just published by the McGraw-Hill Book Company. It has two particularly interesting chapters on large scale organization and another on the causes and effect of price changes.



The same window after the Vogan Candy Company began taking a friendly interest in the merchant's affairs. This window sold 210 pounds of candy in five days, as compared with the other window which sold only 28 pounds in a week.

12 salesmen for 16 days— 2,780 additional retail outlets secured



FOUR months ago the Phenix Cheese Company, manufacturers of Philadelphia Cream Cheese, decided to merchandise and advertise aggressively a new product—Phenix Club Cheese.

New outlets were immediately needed. But there were difficulties. The dealer, on a perishable product of this kind, is unwilling in most cases to carry more than one brand. And that brand is usually a well-established competitor.

A study was made to determine not only the central selling idea for the consumer campaign, but also the profit opportunities to the dealer in developing his cheese business along new lines.

As a result there was prepared, in addition to the consumer advertising, a sales story for Phenix salesman to use in presenting Phenix Club Cheese

to dealers—a sales story based on new sales methods for the dealer himself to apply in the conduct of his business.

Certain territories were taken in the New York Metropolitan District, and twelve men selected and trained in the new presentation.

During a 16-day sales drive on independent dealers, the following results were obtained:

Number of dealers interviewed	4,316
Number of dealers sold, 65%	2,780
Dealers sold per man per day, average	15

Perhaps you have had to face just this question of how to get distribution under difficult circumstances. Whether your chief problem be this or some other in the field of marketing, selling and advertising, we shall be glad to discuss its solution with you and with the members of your organization.

J. WALTER THOMPSON COMPANY
Advertising

NEW YORK CHICAGO BOSTON CINCINNATI CLEVELAND LONDON

A Letter That Jordan Wrote

By Edward S. Jordan

President, Jordan Motor Car Co., Cleveland, Ohio

Through Mr. Jordan's courtesy in granting our request for an advance copy of his New Year's letter to salesmen, we are able to get this letter to you almost as soon as it will be read by hundreds of Jordan dealers throughout the country. It deals strongly with a phase of sales work that is very important to bring to the attention of salesmen at this time when they are making their 1923 plans—the importance of keeping in touch with old customers.



HERE is an idea that will make Ten Thousand Dollars during the coming year for any salesman who understands the English language, can speak it fairly well—is not suffering from paralysis of the legs and really wants to make ten thousand dollars a year.

Here is the way to do it—I am going to give it to you in A B C language.

Walk into the office of the dealer you represent at eight o'clock tomorrow morning.

Ask him for a complete list of all of the owners driving the particular car you represent.

Tell him that you do not want to be handed a single new prospect during the twelve months of 1923.

Explain to him that you are going to get all of your own prospects from the list of owners, whether it includes five hundred or five thousand names.

Explain to the dealer you represent that as far as you are concerned he can take out his entire telephone system.

Ten Owners a Day

Start out at eight o'clock tomorrow morning and make up your mind that every day for three hundred and sixty-five days you are going to see and personally talk with ten of those owners.

Pick the first name on the list, and be sure you pick a man who is a high grade owner—a man who has some standing in the community, and you will start right.

Walk into that man's office and tell him the following things:

"My name is Jones and I sell the Jordan car. If you know anything that is bad about it I want to hear that, and if you know anything that is good about it I would like to hear that also.

"I have made up my mind that during the next twelve months I am going to make ten thousand dollars a year selling motor cars. I figure the best way to do that is to represent the owner in this territory with our distributor and with the factory.

"Therefore I am not going to ask you for the names of prospects this morning, but I am just going to ask you to tell me

about your car. Then I am going to tell you something about myself.

"I have always had an idea that automobile salesmen were not working the right way. They might call you on the telephone and ask you for the name of some prospect. You would be busy and that would be the end of it.

"Now after you tell me about your car I am going to sell myself to you so strongly that whenever you do hear of someone who is thinking of buying an automobile the first thought that will enter your mind is that you would like to be of help to me—you would like to do something that would help me make ten thousand dollars during the coming year.

"I know a man in your situation is always willing to help a fellow who is willing to work, and I am going to see you every now and then during the next twelve months to tell you how I am getting along.

Everyone Admires a Man With a Plan

"You know something about the Jordan car and the first thing I am going to ask you to do is to tell me what you think about it, what your experience has been and how you think I could best sell the Jordan automobile."

He will like your looks.

He will like your spirit.

He will like your enthusiasm.

He will like the idea that you are working with a definite intention of making ten thousand dollars a year.

He will not only tell you all about his automobile, some of which information should be in the hands of your service department, but he will also tell you what a good car it is and why he bought it.

If you see ten owners every day, you will learn more about how to sell the automobile you represent than you could ever possibly learn from any sales manager.

The outcome will be that you will get the best list of prospects that you ever got and they will be real prospects.

At first it will seem like a hard job. You will wonder whether you hadn't better go back to the sales room and stand with your hands in your pockets, with a cigarette in your mouth, waiting for somebody to come in.

It will take a little of the well-known guts to keep on the job for the first ten days or two weeks.

Then the idea will begin to roll like a big snow ball, and the first thing you know after you have seen one hundred or one hundred and fifty or five hundred owners, you will have the finest list of prospects that any salesman could pos-

sibly have, and I will guarantee that you will outsell any man in the organization.

And you will make ten thousand dollars during the coming year.

Now what are you going to do with a prospect when you get him?

One of the owners will say that he had been talking to Mr. Smith the other day about the Jordan—or he was playing golf with Mr. Jones and Mr. Jones thought he might buy a car. Or he was talking with some Jordan owner who had a complaint to make, and he had not received attention from your service department.

Or he knew of a woman who was thinking of getting a closed car. Or he will take you into the next office and introduce you to a prospect. Or you can induce him to telephone a prospect for you. Just as soon as you get a definite prospect you should function in the following manner.

Say this to him: "Mr. Jones, I am not going to take a lot of your time telling you all that I know about the Jordan car. I am just going to do one thing.

"I am going to ask you what time you would like to have me leave a car at the curb for you to drive home tonight. I could talk to you all afternoon or for a week and I could never convey to you the same amount of information that you would gather about the Jordan car after driving it for twenty-four hours.

"When may I send the car down to you?"

\$10,000 a Year Guaranteed

The above idea is as old as the hills in the cash register business, the insurance business and in the adding machine business, where salesmanship has been developed to a much higher degree than in the automobile industry.

Now the question is, what are you going to do about it?

If you throw away this bulletin, sit down and roll a pill, you can depend upon it you will not make ten thousand dollars during the coming year.

I will guarantee that any salesman who speaks fairly good English and is not suffering from paralysis of the legs, will make ten thousand dollars if he will adopt this idea and start out with it tomorrow morning at eight o'clock.

Furthermore, I believe that he will write me before the end of twelve months and tell me that he is not only going to make ten thousand dollars a year, but he is going to make a great deal more, and he will thank me from the bottom of his heart for showing him how a real salesman works.

"As Milwaukee Buys—The Nation Buys!"

A Great Opportunity for 1923!

Milwaukee is *the* year 'round try-out market. It is representative in size—not too large nor too small. In addition to Milwaukee's own half million buyers, some of the two and a half million buyers in the state do all their buying here, many do most of their buying here, and all do some of their buying here.

Milwaukee purchases average more than \$9,000,000 every business day or more than \$1,000,000 an hour. Total purchases in the state average more than \$24,000,000 daily or more than \$3,000,000 an hour.

Milwaukee is the jobbing center for Wisconsin and upper Michigan with a combined population of nearly three million people. 1,350,000 people or 54% of Wisconsin's total population, live in the 150 mile zone of which Milwaukee is the metropolis.

Milwaukee is an economical market to merchandise! One newspaper, *The Journal*, is read daily in four out of every five English-reading homes in the city—80% *direct coverage at one low cost*. Besides *The Journal* is read by more Milwaukee and Wisconsin people than any publication in the world!

A Great Market, a Great Medium, a Great Opportunity in 1923!

*Sales and advertising managers are invited to send for
The Journal's analysis of the Milwaukee Market
in relation to various products*

The Milwaukee Journal
FIRST—by Merit

Try It Out In Representative Milwaukee

How "Angel Drink" is Being Licensed to Dairies

By Maxwell Droke

The licensee plan for marketing an idea and collecting a royalty on each sale came into national prominence with the spectacular campaign for Eskimo pies. At the heels of that campaign came others—some going over easily, others not so well. The recent campaign for "Angel Drink" has several features not found in other licensee plans that may be interesting.

TO the sales manager who is groping for the answer to the eternal question of better distributor cooperation the success of "Angel Drink" may offer a suggestion that, when modified and adapted to suit individual conditions, may result in a partial solution to this problem. A complete solution is, doubtless, too much to hope for.

"Angel Drink" is made from a secret formula, consisting in part, of milk, malted milk, and chocolate. Carl D. Spencer of Indianapolis is the national licensor of the beverage, and in selling exclusive contracts to more than 200 dairies over the country in less than ninety days, he has attracted the attention of sales interests who have sought the answer to this rather unusual success, wondering if his plan offers a suggestion which may be adapted to other lines.

That part of the plan which sales managers are most interested in is the sale of the exclusive contract to distribute "Angel Drink." This contract is more than a license to manufacture and sell "Angel Drink." It is a very definite agreement to sell and manufacture "Angel Drink" just as the Spencer organization dictates.

Nothing To Sell But a Plan

The licensors of "Angel Drink" have virtually nothing to sell but a plan—a plan to increase the sales of one selected dairy in each community. As Mr. Spencer himself explains, "The big thing is not that we are granting, for certain considerations, the right to manufacture a chocolate malted milk beverage. The formula itself would mean little to the dairyman. The significant feature is that we have constructed around this formula a practical, sales-increasing plan—a plan that is complete in every detail—a plan that any dairy in town can adopt and put to work almost immediately, with virtually no investment of capital."

It is this plan, Mr. Spencer declares, which makes it possible for the company's field men almost invariably to close a contract with the selected dairy, on the first interview, in a period of from thirty minutes to three hours.

Each dairy entering into a contract with the Spencer organization agrees to put a given number of detail men into the field to promote the sale of "Angel Drink" during a period or season of the year designated by the licensor. It is the duty of these detail men to do educational work among retail dispensers of "Angel Drink," and to see that the beverage is properly served to the public in

places such as soda fountains, restaurants, tea rooms, etc.

As rapidly as possible, the company is undertaking to furnish capable instructors to properly train these detail men for the dairyman. Mr. Spencer looks upon this educational work as a vital part of the "Angel Drink" program.

Another provision of the agreement is that the licensee shall spend a stated sum in advertising and sales promotion work each year, during the life of the contract.

In order to assure a uniformity of effort and maximum returns from the advertising expenditure, the company undertakes, in addition to its national publicity, to supervise all advertising of its licensees and their retail outlets, which in any way relates to "Angel Drink." Mats and electrotypes of copyrighted advertisements are furnished the licensees, as well as a supply of signs, hangers, booklets, folders, etc. No unauthorized advertising of "Angel Drink" is permitted.

A distinctive feature of "Angel Drink" and one that appeals to the dairyman is that the sale of the beverage is not limited to the usual retail outlets. The licensee bottles "Angel Drink" in ordinary quart, pint and half-pint milk bottles, using special "Angel Drink" caps. Thus a supply of the beverage may be readily carried on the regular milk routes, and delivered, on order, with the daily supply of milk and cream. Many dairies, under the direction of Spencer's organization, are making a special effort to build up this home delivery business. The feature is prominently stressed in "Angel Drink" advertising.

License Specifies Brands To Be Used

In furnishing its formula to the licensee, the company specifies definitely not only the general ingredients to be used, but the particular brands, or grades necessary to meet the approval of the licensor. One of the largest manufacturers of chocolate is making, under the direction of the company, a special product known as "Angel Drink Chocolate." The agreement specifies that this chocolate must be used in making the beverage. The licensee has the choice of two brands of malted milk, both of which meet the approval of the licensor.

"These provisions and restrictions are solely for the purpose of maintaining the uniform quality of the beverage," Mr. Spencer explains. "At any time any manufacturer produces a better article for our use, we shall be more than willing to adopt and specify it in our formula.

The thing we are after is the best possible beverage that can be made."

The Spencer organization does not undertake to sell, directly or indirectly, any commodity used in the manufacture or distribution of "Angel Drink." But it does specify practically every detailed item. For example, the caps used in bottling the beverage must be purchased only from specified companies, and each order must be approved by Mr. Spencer, or his representative, acting as Trustee. The dairy makes out an order for a supply of bottle caps, specifying the company that is to make delivery. This order is sent direct to the Carl D. Spencer Company, at Indianapolis, for approval, and is forwarded by them, to the manufacturers, with permission to make up the quantity specified.

The "Angel Drink" royalty contract is based upon the number of bottle caps used, the Licensee agreeing to pay a specified royalty for each cap, whether used on a quart, pint or half-pint bottle.

Briefly summed up, the success of the "Angel Drink" idea—as previously stated, the company already has 200 Licensees with prospects of doubling that number by the coming spring—is due to the fact that they supplied the dairyman with a definite, exclusive product that would respond to extensive advertising, and then backed up that product with a complete merchandising plan, showing the dairyman, step by step, exactly how to cash in on "Angel Drink."

The Plan Is the Thing

"How can we use this plan in our business?" asks the sales manager. Perhaps it cannot be used bodily, but does not their plan of leaving nothing to guesswork on the part of the distributor hold possibilities. Too many lines are offered to the distributor simply as so much merchandise, with no plan behind it to move the goods, with nothing that gives the distributor anything new or different to talk about.

It seems that their idea of making the distributor do his full share of the work could be used effectively, provided of course, the line is one that holds sufficient rewards for the distributor. The answer lies in working out a method of merchandising that depends upon the distributor as something more than mere warehousing facilities.

Perhaps it will point the way to a new wholesale outlet for certain other lines. If dairies can take on a drink to manufacture and sell, could ice factories, and dealers, coal companies, bakeries, and other similar industries be induced to market a nationally trade-marked item? At least it seems worth thinking about.

As everyone knows manufacturers are more and more coming to the point where they feel the keen necessity of better cooperation from dealers and distributors, and to obtain this, they must, as the licensors of "Angel Drink" have done, work out a practicable plan—one that leaves only the details to be handled by the distributor—one that obligates the distributor to do certain things, according to the same broad plans and policies which are proving successful in other territories.

A Flaw in the Fusing?

The Federal Advertising Agency long ago brushed aside the theory that consumer advertising is a complete element.

"ADVERTISING" and "SELLING" are literally one out of the same crucible. But too often there is a flaw in the fusing that is not apparent on the surface.

Perfect Co-ordination is the very essence of successful advertising and selling.

In every marketing problem Federal finds a way to exactly combine consumer appeal with dealer selling. The result does not make a noise like an alarm clock but works with the precision and power of a locomotive.

If there is a reader of Sales Management who would like to know how Federal methods can be applied to his business it will pay him to consult Federal. Consultation will not place him under any obligation.

Know the men who know your market



FEDERAL ADVERTISING AGENCY, INC.

SIX EAST THIRTY NINTH STREET

NEW YORK CITY

The Morden Experiment in Canada

By H. A. Cushman

Sales and Advertising Manager, Orange Crush Bottling Co., Ltd., Winnipeg.
Chairman, Educational Committee, Sales Managers Association of Canada

While most of the sales manager's associations on this side of the border have spent the year bewailing the high costs of traveling and trying to decide whether blonde salesmen are better than brunettes, the Sales Manager's Association of Canada has been doing some really constructive worth while work. A typical illustration of this work is what its educational committee did at Morden. We quote from the annual report of this committee dated December 15, 1922.

IN an endeavor to demonstrate what can be accomplished through developing the small town outlet for manufactured products the Sales Managers Association of Canada early this fall appointed a committee to put into effect certain small town merchandising ideas which had been discussed at the various meetings during the year.

The town of Morden, a town of some 1200 people in Manitoba, was selected for the experiment. Morden was selected because it was typical of thousands of similar towns—the center of a rich agricultural district, yet with underdeveloped merchandising facilities. Neither its merchants nor its local newspaper "The Morden Times" were making the progress that was to be expected from such a favored locality. It was the purpose of the Sales Managers Committee to "sell" both newspaper and merchants a new vision of their opportunity and by making them more successful, develop a larger market for manufactured products. If this could be done in one town, it could be done in a thousand towns.

A Town of 1200 People

The first step was to revitalize the newspaper, which is the basis of all small town merchandising development. An investigation of the field served by the Times disclosed a town population of some 1200 people and 1007 occupied farms in an area of 25 square miles, giving a total population of about 6500 people. The Times reached some 650 homes, but had only 250 paid in advance subscribers.

Sixty-three firms and individuals, all of whom might be classed as possible advertisers in the Times, catered to the need of the population. These included banks, professional men, merchants, dealers and artisans. Only 30 of the 63 regularly patronized the advertising columns of the Times. Mr. Ralston's rate was 20c an inch and his revenue from space did not exceed \$45 a week. His plant was more or less obsolete throughout.

Talks with Morden business men disclosed the fact that they compared the quality of the work on both the newspaper and commercial work turned out by the Times with that of the best city offices, and of course found that it did not measure up satisfactorily.

It soon became apparent that to meet the desire for a better paper and more satisfactory job work it would be necessary to instal better equipment, which in

turn would necessitate a greatly increased advertising rate as well as more liberally patronized advertising columns.

To secure reasonably quick results it was decided to stage a community sale in which business men would participate. It was felt that a successful sale would demonstrate in a tangible way the possibilities of advertising.

Getting the Business Men Lined Up

Putting a proposition of this kind across is a matter of selling and re-selling the town merchants on the idea. Numerous general meetings of business men were necessary to get across all the ideas entering into a successful sale. Ideas that did not register the first time seemed to sound more plausible at the second session and went over with a bang at the third meeting. The firm resolve by the committee that the complete plan must go over, even if handed out in smaller sections, was a big factor in making the undertaking possible.

At one of the earlier meetings the Morden Business Men's Club was launched.

Five strong committees were appointed to deal with membership, publicity and promotion, finance, survey and entertainment.

Each of the five sales managers took a place on one of these committees.

To determine the possibilities of securing a better printed paper, arrangements were made to have the issue of November the ninth, the issue preceding the sale, printed in Winnipeg and a sufficient number of copies issued to reach every home in the trading area.

The Sales Managers Committee had hoped to have staged the sale early in October, but, owing to the difficulty of selling many of the merchants on the idea in the beginning, it was necessary to postpone action until every business man had a working idea of the undertaking. This was not accomplished until well towards the end of October, consequently the sale had to be staged the second week in November, which was unfortunate as it brought it on during a very rainy season. Saturday is looked upon as a banner day for business in a grain town, and it so happened that on the Saturday of sale week every road leading to Morden was impassable.

However, notwithstanding the late date and unfavorable weather the sale can be put down as a success. Mr. Wilkie Collins, one of the Morden druggists writes:

"In regard to our community sale here, I beg to inform you that I was very well satisfied with the results. I was able to clean up surplus stock by giving special prices, and I also found I was able to dispose of old merchandise that I don't think I would have been able to get rid of under ordinary conditions. Thanking you for your assistance in bringing this about."

Other merchants reported similar experiences. It opened their eyes widely to the advantage of advertising and the importance to them of having a strong local newspaper. Having felt this need they may be expected to get behind the Times with the kind of support that will make it a success.

Better Dealer Electros Needed

The experience of the committee in Morden brings to light an outstanding service that the Sales Managers Association of Canada might render the publishers and merchants in small towns, namely, to help induce manufacturers to supply an acceptable cut and copy service.

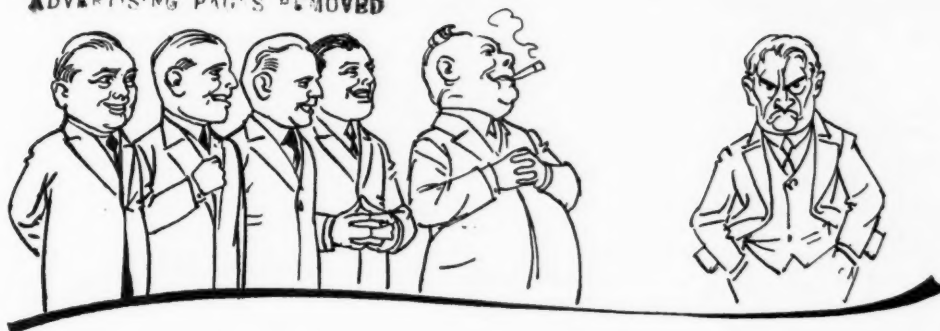
Many manufacturers do supply electros illustrating their products and in some cases these electros include reading matter, but nearly in every case both cut and text are so black that they dominate the merchant's entire advertisement to such an extent that they are seldom used often enough to justify the expense the manufacturer has been put to.

Advertising at the point of sale makes national advertising one hundred per cent efficient. When the local merchant specifies the manufacturer's goods in the local paper, national advertising gains the additional advantage of being reinforced by the local dealer's endorsement and prestige.

To get this reinforced for national advertising and get it at a moderate price it is necessary to help the dealer make his advertising better without dominating it. The merchant's space should continue to be the merchant's and not the national advertiser's. At the same time the merchant's space should be made more productive to him through real selling copy for the manufacturer's goods.

Those who bring sunshine to the lives of others cannot keep it from themselves.

A trombone player is the only man who by letting things slide makes a success.



Why Twenty Salesmen Got the "Gate"

This is the Day of the Guarded Smile in Selling—there is no Room for the Man who is Sour Faced and Grumpy

By Mark Sands

AT Union Junction, 9.57, on a certain drizzly January night, the through train from Allendale struck the place in the track where a careless and disgruntled railroad section hand had left a couple of spikes out of his job, and two seconds later the career of one of the most brilliant salesmen the jewelry trade has ever known, came to an end.

They found him, rain-soaked, beneath a pile of splintered wreckage, dead as a haddock.

But he was still smiling.

That was the way he had died—accepting it nicely, although there was nothing of the Fatalist about Jimmy Hendrickson of Chicago. He had simply smiled so much all through his life, that when the final crisis came, not even a railroad wreck could quite erase it from his pink-and-white, boyish face.

But that wasn't really what we wanted to say. We should have started our story almost a week later, when the letters began to come in—dozens of them, hundreds of them—a mail-pouch, filled to the brim, until, in their sheer profusion, they covered the top of the sales manager's desk, and spilled over onto the floor.

A Tribute to Good Nature

These letters were from business men—customers—who had known Jimmy Hendrickson of Chicago and had loved him. There were letters from the largest cities in the country, and there were letters from tiny villages. Almost a month after the tragedy, a belated missive came from across the waters.

And when the sales manager of that organization summed them all up and answered them, very earnestly, very conscientiously, it was to the everlasting credit of Jimmy Hendrickson that every man to whom he had ever sold goods in his entire career, had thought enough of him to write condolences in to his firm. There wasn't room on the coffin to put

the flowers that were telegraphed to the brink of the last mortal resting place.

Good Nature won him this tribute.

He was a very fine salesman but more than anything else, his smile, his eternal good nature, his optimism, his brave, cheerful fight against the unpleasant elements of life, contributed to a sort of immortal epic of grief which sounded throughout his several territories.

A sales manager of distinction told me the other day, that in building his organization for a new concern for 1923, he is selecting his men first by virtue of their pleasant, agreeable, get-alongable dispositions. When a chap comes in applying for a job, who reads his part, Shakespearian style, and begrudges looking pleasant with things in general, he is shown the gate and there's somebody waiting to lift the latch quickly for him.

The Salesman of Tomorrow

"I've been out through our territory myself," he says, "and I'm thoroughly convinced that the successful salesman of the coming generation *must* be high-powered when it comes to this great game of cheerfulness. He must know how to smile and to smile without being apologetic about it. He must carry with him an atmosphere of radiant good-nature. He must appear to be *enjoying* salesmanship. He must make the prospect feel that he is absolutely happy and satisfied with himself, with his firm, with his line and with present company.

"Twenty men were allowed to go when the new company was reorganized. They had all grown grey and grumpy in service. Never a spark lighted their daily rounds. They were not even happy when they were home and off the road. Inspiration is born of good cheer. The light heart is a carrier of heavy responsibilities and carries them with wonderful ease and assurance.

"I want every one of our men to convey the immediate impression that selling

is *fun*—it isn't a hard, vexatious, troublesome job, distasteful and crushing to the spirit. And the more grouchy the customer, the more I want our boys to look on the sunny side, and to stand up under the most vexatious, disheartening receptions. I want them to be proud of spirit and you simply can't crush to earth a buoyant spirit—one that's happy. When a salesman begins to look upon his daily round as a cause for pulling a long face, I know he isn't interested in it. For people who **LIKE** what they do, and are **INTERESTED** in what they do, are tickled pink with the terrestrial globe and everybody and everything on it."

We believe that this is an age of the guarded smile in salesmanship.

We believe that it's an era of good nature, when Men meet men. We do more than *believe* this: we are rock-bottom sartin' sure of it.

There has been considerable heavy-weight argument on the subject. I know hard-boiled sales managers who coach their organizations in keeping a frozen face, and who tell a newcomer in the business that it's better to drop dead on a prospect's doorstep, than to go in cheerful and smiling.

"Be dignified," is the slogan.

There Are Smiles and Smiles

But there are all kinds and conditions of smiles. There is not even an ounce of support for the cheerful idiot, who manufactures a stage grin, and stencils it there. The smile worth while must come from within. It's the spirit of the individual acting as a lamp-lighter. But then there's no such thing as successfully affecting a smile of the better sort. The counterfeit is the cheapest, shoddiest and most obvious proposition on earth. Every time you see one, you want to bounce it off the man's face with a brick.

We have been doing a limited amount of canvassing during the past six weeks, and we have made some significant discoveries. In practically every instance,

the star salesman is a good natured fellow, bright, cheerful, optimistic—a smiler.

The Go-Getters of to-day—the men who are handed difficult sales assignments on a piping hot platter, practice the very fine art of being in a good humor when they solicit business. They come into your office, looking as if the world had just advanced them twenty pegs upward, and Edison had invented a new machine for turning dark clouds into silver linings.

Selling is not necessarily such an all-fired grumpy, ice-in-the-spigot problem. In order to tell your story and make your favorable impression, it is not necessary to look like a South Sea Missionary in a chieftain's stew pot. Not all is lost, simply because the day is short and there's lots of competition.

So long ago that memory doesn't even retain the echo of it, business was all cluttered up with the salesman who raced

through every open door like a steam engine, and grinned until his ears wiggled. He wore a checked suit, red necktie and a breezy, effervescent aura of cheek. He was so well stocked with "good Nature" that bell boys in hotels thought him every bit as good as a one-man minstrel—and in some respects better, for he didn't wear all of his smut on his face.

But that wasn't genuine, simon-pure Grade-A good nature. The smile was painfully synthetic. The point we wish to make is that the difference between the old-style and the new, is the difference between old Kentucky Bourbon, of pre-Pro days, and modern hooch.

History confines this, in the main, to eggs for soft-boiling, but we are inclined to carry it right straight through, on the main line, to any sales organization. Seven years ago, a very large firm issued a house organ. Eighty thousand copies

were distributed to the trade and it made no more dent in the psychology of cause-and-effect than a grand distribution of feather dusters. We have seen back issues of this publication and can understand. It was written in the light, airy vein of *The Congressional Record*. The president, vice president and general manager contributed regular features, not unlike commercial obituary notices. Then some department engineer kept himself awake nights concocting an article, which, after it was written, he couldn't understand, and a drafting-room artist made a set of complex diagrams to complete the sad, sad incident. There were people on the mailing list who would have gladly paid a specified fee to see their names stricken off.

This continued for years until, one day, there came a younger man in the organization and a kindly dispensation of Fate killed off some of the old, arbitrary stock, and a new sort of house organ was issued. It did not take itself too seriously; it was willing to smile and joke occasionally. It was happy, spirited, beaming with good nature. Anything it had to say, it said with restrained humor. It was "good company" and it made a wallowing success from the first issue.

I have been told that it is considered one of the most profitable assets of the institution.

Salesmen are not unlike house organs.

He Was Grumpy as Grumpy Could Be

You can take the grumpiest, growliest, most chilly old customer on your list, and, deep down in the heart of him, he would rather laugh than cry. He may not show it on the surface. He may kick and back out of the traces when you approach him optimistically, but eventually the sunshine will get under his skin. He secretly admires and is jealous of the man who, during the short span which is life, manages to get more merriment out of it than moodiness.

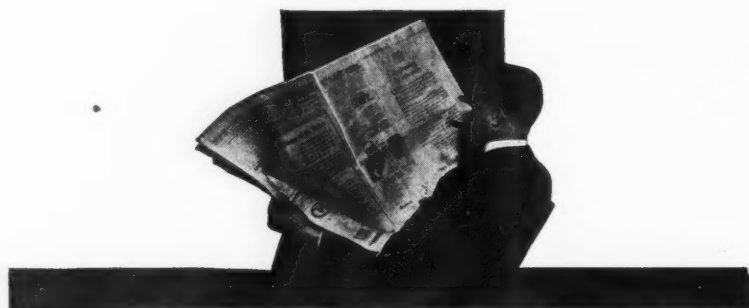
There was once, in a Western manufacturing town, a certain grim and sardonically unsentimental gentleman who was the terror of all salesmen. The X Company had sent as many as nine different experts to handle him and they all returned to the main office with footprints on their coat-tails, after a manner of speaking.

And the selection of these salesmen had been a matter of grave consultation. Old and settled individuals were chosen to beard the lion, who talked like algebraic equations and who would as soon tell a joke as swallow vitriol.

But finally the sack-coat and serious-minded dignitaries were exhausted. In desperation, the sales manager suggested that a certain younger man pick up the fire-brand where the others had dropped it. His methods and his disposition were exactly in reverse gear. This young salesman was dispositioned cheerfully. He didn't slop over, but he was happy by nature.

And he came back with a wonderful order. Three days later, the Thundercloud wrote into the company and asked why it hadn't sent a real human being to see him before.

The world is fond of cheerfulness.



Cosmetics or Consulting Services

THE Indianapolis News has a peculiar hold upon the business men of Indianapolis and of the populous and prosperous central Indiana territory with which the capital city is closely linked. To them it is *the* Indiana newspaper. For more than fifty years they have seen its steady rise in editorial quality and in earned prestige. They take pride in the name The Indianapolis News bears outside the borders of their State.

So it has come that The News, an evening newspaper, is a great men's newspaper as well as a great home newspaper. So, too, advertisers most familiar with the Indianapolis Radius unquestionably accept The News as the most economical medium for promoting the sale, not only of women's cloaks but of men's collars; not only of washing machines but of adding machines; not only of cosmetics but of consulting services.

The Indianapolis News

New York Office
DAN A. CARROLL
150 Nassau Street

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
The Tower Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

Is House-to-House Canvassing the Answer To Dealer Indifference?

The recent depression in business has caused a great many sellers to become dissatisfied with the plan of distributing through dealers and jobbers. It leaves them too much at the mercy of their distributors when a pinch comes. They want to be able to control their own outlet—to be able to manipulate sales to conform to manufacturing capacity. So in many fields we find sellers trying out various plans of house-to-house canvassing, sometimes through the dealer, but more often eliminating the dealer entirely. It will be interesting to watch developments.

MANY observers of the changing methods of marketing are predicting that the next great development in marketing will come through the growth of the direct-to-the-consumer-through-salesmen plan of marketing. The present skirmishes between manufacturers who prefer to take their goods direct to the front door of the consumer, and those who still prefer the other method of selling through the jobber and retailer seem to indicate that a sales war is pending which will perhaps eventually develop into a real battle and change the entire sales map of the country.

One concern has attracted considerable attention to itself through the activities of its president, Arthur Nash, who has spoken in many parts of the country before business gatherings to tell of his phenomenal success in building a clothing business from a cleaning and dyeing shop to an institution employing more than 2000 workers in addition to its salesmen. This business has been built by following the plan of selling direct to the consumer through salesmen who call, take your measure, and a deposit and deliver the suit or overcoat a few days or weeks later. While Nash's company is perhaps one of the most spectacular successes in this line, there are a number of older companies whose annual sales run well into the millions, who do not solicit any business whatever from merchants. In Chicago there are perhaps a dozen really large clothing concerns whose entire outputs are sold direct to the consumer in this manner.

Where the Dealers Fall Down

The Kitchen-Kit Corporation of Chicago while not a large concern, as we usually look upon business institutions today, is doing a very profitable business selling a kit of kitchen knives, cleavers, and other kitchen devices, taking its product direct to the door of the housewife. The unusual feature of this business is that the entire set of knives and tools is sold for more than twenty dollars, without the benefit of easy payments. Imagine a local hardware dealer selling a set of kitchen knives, cleavers, potato mashers, and things of that sort for a total of more than twenty dollars. He would throw up his hands in astonishment if asked to stock a line of kits selling for half this amount.

The inability, or lack of effort on the part of the retail trade is said to be the reason that the much talked of Fuller Brush Company decided to market their line of household brushes direct to the consumer. In his early days when Alfred

C. Fuller was the entire Fuller Brush Company he found that the dealers would not sell his brushes—he was driven to the idea of going direct to the consumer.

Another business that has attracted considerable attention is that of the



Door to door canvassing is increasing one large company's sales on typewriters

Comer Manufacturing Company of Dayton. Comer was a raincoat "agent" as they were called. Learning that the company he represented was not delivering the quality of raincoats that he led his customers to believe they were going to receive Comer visited the factory and struck up an acquaintance with a young man employed there. Together they started a business. Today he employs hundreds of salesmen on a commission basis, all of whom sell raincoats direct to the consumer. His factory, while not the largest in Dayton by any means, is one of the most modern, and efficient plants in this busy town.

Perhaps the most outstanding success in the direct-to-the-consumer field is the business of the J. R. Watkins Company of Winona, Minnesota. Watkins had a recipe for some sort of liniment, and with this meagre start has built a business that now boasts of sales approaching the twenty million mark annually. Wagons and automobiles with the familiar sign, "Watkins Remedies" may be seen traveling up and down the roads in almost every community in the country—their line has been broadened out until it now includes almost as wide a variety as some of the larger mail order houses.

This concern has branch factories in several large cities, and employs over 4000 salesmen, all of whom own rigs or automobiles. Within the past few years they have invaded the larger cities with considerable success. Formerly their efforts were confined almost exclusively to the rural communities.

As an indication of the size of this concern it is reported that in one year they used more than twenty carloads of chewing gum which was sold at cost to their salesmen who used it to give away to children who follow their parents to the door or to the wagons when their salesmen stop to make a sale or delivery.

The American Products Company of Cincinnati is another concern whose sales are mounting up into the millions that has been built solely through the efforts of a large corps of house-to-house sales people. Although many of them are part time workers this concern claims to maintain an average of 6000 representatives who are more or less active.

Direct Selling Invading New Fields

The hosiery field has recently been invaded in earnest by a number of organizations that claim to be able to sell with less expense through the door-to-door salesman than through the orthodox channels. One outstanding success is the Real Silk Hosiery Mills of Indianapolis who have recently been using large space advertising in national mediums to pave the way for their salesmen. This concern is making 120,000 pairs of silk hose per day and claims to be behind with orders, and unable to take on new salesmen. Another hosiery manufacturer in Reading, Pennsylvania, The Noe-Equul Hosiery Co., has built up an elaborate branch office organization and maintains strict supervision over a large crew of salesmen. Hosiery sold in this manner is delivered by parcel post, after the order has been taken by the salesman and an initial deposit collected. The plan is simplicity itself for the salesman retains the deposit collected as his commission for obtaining the order. Branch managers and men who have charge of other salesmen are paid an overriding commission on the production of the salesmen they direct.

A recent survey in the Indianapolis territory reveals the fact that nearly half the tea, spice, and coffee business in this district is controlled by the "wagon men." Everyone is familiar with the outstanding successes in this line such as the Jewel Tea Company, whose appeal to the housewife is strengthened by the offering of all sorts of premiums with the merchandise sold by their salesmen who travel regular and established routes, de-

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livering from their wagons or automobiles. All over the country these routes are being extended and the business in this method of selling food products is expanding rapidly. The Hitchcock-Hill Company of Chicago, which sells a wide line of food products, paints, oil, and other farm and household supplies, claims to employ about nine hundred salesmen who are active in the solicitation of orders to be shipped direct to the consumer.

There is a decided tendency away from the specialties which could hardly be expected to find a ready market among retailers. We have long since grown accustomed to seeing articles such as children's educational blackboards, books, enlarged portraits, and specialties of that nature sold from house to house, for the very good reason that the sales pressure required to sell these lines is more than the retailer can be expected to exert. But the field is widening out beyond these specialties, as is evidenced by the success of the concerns whose methods have been briefly outlined in this article.

Further indication of the growth of this field is found in the activities of the National Association of Mail Order Agency Companies, an organization made up of some 200 manufacturers and jobbers, whose products are sold through the door-to-door salesman. This association is doing some good work in stamping out the few remaining concerns who have long preyed on the public by selling junk or resorting to downright dishonesty in their dealings with the public.

Dealers Fight Direct Selling Efforts

Another association whose efforts are in behalf of this method of selling is the International Association of Specialty Salesmen, who maintain a large office in Chicago for the purpose of displaying lines of goods sold direct to consumers through salesmen. Here salesmen may go and select the lines in which they are interested and form a connection with the various manufacturers.

That merchants are beginning to worry about the growth of this new competition is evidenced by a report just received from Albert G. Burns, president of this association, who tells us that in a number of cities the merchants are fostering ordinances and high license fees designed to drive these salesmen out of their localities. In Portland, Oregon, where one agency is said to be selling more than 20,000 pair of silk hose per month direct to the homes, it is said that the merchants have made vigorous efforts to get rid of this competition. A representative of a Chicago clothing house was recently arrested and thrown in jail in one of the mining towns in New Mexico for taking orders for clothing without having paid a license.

Efforts to put these salesmen out of business by driving them out of the community with threats of high licenses or unfavorable ordinances will avail nothing. The Interstate Commerce Commission has ruled on several occasions that a state, city, or county has no authority to tax interstate commerce, hence all these ordinances are illegal. If merchants expect to stop this method of selling there is but one way to do it—offer more attractive values.

This method of selling is undergoing a vast change. A few years ago many of the concerns who sold direct to the consumer were almost as anxious to sell a salesman a flashy sample outfit as they were to sell their goods. Indeed so many of these concerns made large profits from the sale of sample cases that they were called "sample case houses." They were little interested in developing a sales force. It was their desire to add hundreds of new agents each month; if the agents sold goods, all was well, if they did not, why they had already made a handsome profit on the sale of the sample outfits. This class of operator is rapidly being forced out of business.

Improvements in Sales Methods

Then there was another class of concern that is disappearing. I refer to the concerns that made a business of selling "state rights." They usually advertised in the "Business Chances" columns of the newspapers. When they found a person who wanted to be a salesman, and who had a few hundred dollars they sold him a "state right," giving exclusive rights for the sale of some article, usually of doubtful merit, for an entire state. The usual procedure was to have him place a deposit of, say one dollar for each item contracted for. The "state right" was contingent upon the sale of a certain number of articles per month. The victim usually defaulted, lost his deposit, and learned a bitter lesson.

Another changing tendency is the growth of better organization methods. Formerly the business was conducted largely upon the lines of a mail order house. Agents were advertised for. When these houses received an inquiry they sent out advertising material designed to sell the prospective agent, or salesman a large quantity of goods. Little or no selling help was offered. The agent merely bought and sold goods from the house. No supervision was attempted, and as may be expected the turnover was enormous among sales forces so recruited.

But the tendency today is decidedly the reverse. The idea is to get a good salesman and help him succeed. Many of those concerns employ a force of skilled salesmen who do nothing but train new men. It is their business to recruit, train and develop salesmen. Branch office organizations are being built up rapidly, distributing depots are being maintained for the quick delivery of merchandise, and in place of the old mail order agency methods a new type of organization is springing into being.

Perhaps the unemployment of the past few years has tended to aid the growth of this field of selling. Hundreds of returned soldiers came back and found themselves out of work. It was easy to obtain employment on a commission basis selling pictures, brushes, clothing, toilet articles, or what not. Many of them made more money than they could in their old salaried positions, and there is now obtainable in most every city ample potential sales ability. A few years back no one would accept a position selling from house-to-house as long as any other employment was obtainable. It is different today.

Working the "Tank Town" by Mail

By William A. Hersey

This is the third of a series of articles which Mr. Hersey is writing for SALES MANAGEMENT setting forth his experience with various plans for getting business by mail. The first article in the series was "How Return Cards Affect Results" followed by "What I Have Learned About Coupons" in last month's issue. Other articles will follow.

IN THE latter part of 1921, a large manufacturer of wearing apparel found his sales on the decline, due to unusual competitive conditions, over which he had no control. He was face to face with the problem of developing a new market, or watching his sales slump year after year.

After a thorough investigation, he decided that he would take a try at towns under 5000 by mail, as these towns were not being covered by manufacturers' salesmen and the dealers had been buying this particular line of merchandise from jobbers.

During this last year, this manufacturer has opened up close on to 6000 new dealer accounts, in towns under 5000—a market that he had never even considered before. This business has cost him less than the commission he has paid his salesmen for business received from larger towns. And approximately 60% of the dealers have reordered.

Considering that he had abnormal sales resistance to overcome, this is evidence of the fact that many manufacturers do not realize what a tremendous market the small towns of this country represent.

In these days of high traveling expenses, there are few lines that warrant sending a salesman to small towns, as the amount of business they can get is out of proportion to the expense of making those towns. But while it is impractical to send salesmen to those towns, they can be made by mail. And from my experience, both in selling by mail and on the road, in over thirty states, I believe that there are very few products a dealer handles that cannot be sold by mail.

Planning a Small Town Campaign

Before planning an intensive mail campaign to dealers in small towns, there is no better recommendation that I can make than to take a sample case and go out into the "sticks" and sell. And go to the towns that you expect your circulars to reach. Avoid the small towns which are close to big cities, because they are accessible—dealers in those towns are not representative of the small town dealer throughout the country. Then, if you will plan your campaign along the same lines as you present your proposition to the dealer, it is bound to be successful—if your sales talk results in getting orders.

As an example of how valuable a personal trip can be, not very long ago I was called in by a very large manufacturer, to analyze his campaign to small town dealers and find, if possible, why



COURTESY MILWAUKEE SENTINEL

it had not produced a sufficient amount of orders. His proposition was a very small one—the selling price was \$5.00. To avoid opening many small accounts on his books, he had been asking the dealer to send his remittance of \$5.00 with the order. The first thing I did, when making my analysis, was to take a trip with one of this manufacturer's salesmen. And in talking to some of the dealers, I found that they were prejudiced against sending money in advance, because they were used to doing business on a credit basis. Even the smallest ones could get credit from their jobbers.

So I made the recommendation that an experiment be made to sell the dealer on regular credit terms. The returns from the mailings, though the circulars were not changed in any other way, increased immediately. While it did cost more to handle the business on a credit basis, yet, the decreased sales expense meant a much larger percentage of profit.

General Points to Consider

Judging from a good many circulars that I have had the opportunity to analyze that the small town dealer receives, many advertising men either consider the small town dealer a "rube" or talk to him, the same as they would to Wana-maker, Gimbel or Hudson.

This is especially true in many lines on which merchandise is sold on the basis of the advertising. When you tell a dealer in a small town about your national advertising, it is quite possible that not more than ten or twelve people in his town will see one of the advertisements. My experience has been that the small town dealers are not influenced by advertising very much, unless they, themselves, have read quite a few of the ads. The main thing that he is interested in is—"Is the product easy to sell" and "Will it pay me a good profit?"

A very important factor to bear in mind in connection with small town dealers is that they know their customers—and know them well. They know their troubles and their good fortunes. And nine times out of ten, their customers will place more faith in what they say about a product than in what the big city dealer or clerk might say. If Mr. John Jones, dealer, tells Mr. Brown, his customer, that he thinks such and such a product is better than another, it is dollars to doughnuts that Mr. Brown is going to buy the product the dealer recommends.

Then, too, country merchants come from many diversified occupations. Many of them were clerks in banks, mechanics, salesmen, drivers and most everything you can think of. Many of them are men who left the city to be out in the country.

The reason I mention these facts is not to belittle the small town merchant, but to point out that, as a whole, they are not merchandisers. You cannot talk to a small town dealer about "turnovers," for instance. I have met small town dealers who did not know the meaning of the word "turnover"—they thought it was something to eat.

Selling Profits, Not Merchandise

A dealer is in business to make money. And while he wants to know something about the products he buys, that is, some of the talking points, yet the main thing he is interested in is: "How much can I make?" In other words, in selling a proposition to the dealer—"Decorate it with the Dollar Sign."

Now when I say, "Decorate your proposition with the Dollar Sign," and "Talk profits," I do not mean that you should mention the word "profit" in every paragraph and to put a lot of dollar signs on the circular, but rather talk profits, by inference. As an example; if your line is one that turns frequently, point out to him how much profit he can make in one year on one investment. If you

Plan No. 3 for Following Up Inquiries

Every month by Special Arrangement with Mr. Schulze we will publish
One Definite, Concrete Plan for turning Inquiries into Orders

By Edward H. Schulze

Ask for the total number of inquiries received during the year of 1922 and then check up and find how many of these were turned into sales. That will give you a rating on the ability of the sales department, or its manager. True, you will get quite a few excuses why sales were not made but in the last analysis, given (1) a good product or proposition such as yours, sold at a just price (2) plus a prospect sufficiently interested to go to the trouble to sit down and send you an inquiry (3) plus a capable follow-up system whether it be by mail or through personal calls, or both, and you should have a pretty high percentage of sales to inquiries. If your sales to inquiries are not what they should be, it is either because your competitor has better follow-up methods or because your selling methods are losing you so much business that you have to soak the buyer a higher price to make up for the waste, and your prices cannot stand keen competition.

There was a time, in selling, when, if you had wasteful factory methods, poor selling methods and consequent small volume of business, you could always seek refuge by crying "quality." But buyers, in time, became more and more educated to what good values meant. Today the keen, judicious buyer can easily see behind the unnecessarily high price the

waste in either selling or manufacturing, and refuse to be the goat.

Judging a firm by its sales methods is rapidly becoming an accepted method in modern purchasing. Sellers are telling merchants that the time of their salesman is worth money and to give them a quick hearing. Quite unintentionally, this sort of appeal is getting the merchant to think more about the expense of selling and, because he now knows he is paying the expenses of the salesmen who call on him, he is studying their methods and steering clear of the house using wasteful selling practices.

Consider carefully, then, how you follow up your prospects after they have sent in an inquiry. If you follow-up with salesmen, don't wait until a competitor's representative has been on the job and taken the order while you were "on the way." Don't have your salesmen make such a poor sales presentation that even the buyer is surprised with their lack of knowledge of their product, its uses and advantages. Don't use such poor sales letters that the first letter from the inquirer is the last you get. An inquiry is more than a scrap of paper. Back of it stands some real profitable business. If you are proud of what you are selling don't stop until your methods of following up an inquiry are every bit as good as the product itself.

THE Acknowledgment Card is a plan which I have used on hundreds of different campaigns and always found it helped turn more inquiries into sales.

This plan does not call for a separate letter in your follow-up series. It can be handled with a closing paragraph which you can add to your first letter; the letter which accompanies your catalog, booklet or other printed literature.

The idea of the Acknowledgment Card goes far deeper than merely getting an acknowledgment of the receipt of your printed material. That would seem to be the object, taking the card at its face value. But the plan goes much further

than this. As a matter of fact, the mere acknowledgment from the inquirer that printed literature has been received has little value except that it makes the prospect feel obligated to more carefully consider your proposition. There is a certain and valuable impression produced on the mind of any person when you ask them to acknowledge receipt of information which they had asked you to send to them. They feel that, having started the thing, the least they can do is to give your printed matter the careful attention it evidently deserves, since you think enough of it yourself to ask that it be acknowledged. Trivial as this preliminary sales effect may seem, I have found that even the bare idea of acknowledgment has given me a more lasting place in the thoughts of the prospective buyer than I would have enjoyed had I simply sent the printed matter with a letter and held it cheaply because no acknowledgment was necessary.

But this Acknowledgment Card plan goes further. It brings me certain information from the prospect which I must have if I am to get such a line on his requirements as to be able to close ten sales out of ten, or eight out of ten or five out of ten, whatever is considered a high sales percentage. You see, I realize that the more I know about the needs of the inquirer, or his or her circumstances, the better I will be off in applying just the right sort of selling arguments that will win the sale.

There is a financial institution in Chicago that sells bonds. In their follow-up work, I suggested that they use the Acknowledgment Card plan to obtain from the inquirer some data concerning the particular type of security which interested him most; about when he would be in the market; about how much he wanted to invest. I got this valuable data by using the Acknowledgment Card

idea. On the face of it, I was merely asking the inquirer to return the card so I would be sure he got the literature. As a matter of fact, the card also contained some other questions which I urged that he answer. The result was a surprisingly high percentage of sales simply because I had the information every good salesman must have (a) I know the kind of merchandise (security) that would best interest my prospect (b) I knew when he would be in the market (that is, when he would have funds available for re-investment) and (c) I knew about how much money he wanted to spend.

There was a manufacturer in another part of the country who was selling to

- ☐ I received literature and need a but don't see how I can pay for it just now.
- ☐ I received your literature but would like more details before deciding to buy.
- ☐ I received your literature and will be in the market about
- ☐ I received your literature and would be glad to have your service man give me additional information without obligation to me, of course.
- ☐ I received your literature and will let you hear from me within ten days as I want to read literature more carefully.

Name

Address

Card No. 1—This card proved effective in getting prospects to state their reasons for not ordering

- ☐ I received literature and will give it careful attention.
- ☐ I was particularly interested in your line (please check below so we can send you additional important data.
- ☐ Small type Model 1
- ☐ Motor driven type Model 5
- ☐ Heavy duty type Model 12
- ☐ Expect to be in market as soon as I decide on equipment as I need this at once.
- ☐ Do not expect to purchase until (please put the month so we can keep you advised of changing prices.)

Name

Address

Card No. 2—The effectiveness of this card is that so far as possible it gives a reason for answering each question

Results!

THAT'S what you practical-minded, resourceful, alert sales executives seek when you make an investment in advertising.

You have a right to be curious about the consequences before you say "shoot!"

You don't care a tinker's dam about the whichness-of-what or the whyhness-of-wherefore of advertising.

RESULTS—that's the yardstick to use in measuring advertising agency service. We welcome the test.

Be of inquiring mind. Send for a reprint from Printers' Ink which describes a very successful campaign we planned and produced.

Ask for "Results!"

MORGAN ADVERTISING AGENCY

633 WASHINGTON ST.
BOSTON MASS.

Member American Association of Advertising Agencies
Member National Outdoor Advertising Bureau

dealers, direct. In his case I used the Acknowledgment Card to get a line on the type of merchandise and the size of the order he was likely to place. I did not get this information by merely asking for it in so many words. I had to phrase my question very carefully. But I got it and was again able to sell a high percentage of inquiries by fitting my proposition to the needs and pocket-book of the buyer.

Every reader of SALES MANAGEMENT must naturally adapt this idea to his own particular business. In the financial field, for example, investors in bonds usually have funds available only at stated periods and it is important, therefore, to get a line on when the prospect will be in the market. The same holds true of those seeking advertising accounts or catalog printing or other seasonable business which is taken up at stated periods. If you know when the buyer will be in the market you know when to strike hardest with sales appeals. The inquiry does not always indicate that the inquirer is immediately in the market. Both firms and individuals sometimes inquire months before they propose to purchase.

Getting a Line on Requirements

Then too, some firms sell a number of products while others specialize in just one product of a standard price and type. It means a lot to know in what particular product your prospect is most interested. Getting a line on his requirements will go a long way toward formulating the right sales approach.

In the card No. 1 on page 239 some readers might think that the first question was rather negative. The facts were peculiar in that the cost of the product ran into several thousands of dollars and most of the inquirers having little cash, would check this item and receive an interesting time payment proposal that hit them right under the vest.

Here is still another card, or rather some questions as they appeared on a card used in a recent campaign.

☐ We received your literature and will give it careful consideration.

☐ The engineer in charge of our power plant is

(please fill in name so we can occasionally send valuable data that reduces cost of operating power plant.)

☐ Our present equipment consists of _____
(here followed list of questions concerning types of boilers used, capacity, what power was used for, etc., etc.)

The purchasing order, if any is placed, will be made through

Mr. _____

Title _____

Name of company _____

Address _____

There are so many ways in which this Acknowledgment Card idea can be phrased that I will not take up more of your time outlining the various types of

cards which I have used. Knowing as much as you can about the business of the inquirer and his needs, you have gone a long way toward winning the sale.

I am sometimes asked in connection with this plan, whether I use return postage or not. I have no sympathy with those writers who try to lay down an arbitrary ruling on the subject of whether or not to use return postage. You use return postage when you can get more responses by using it and if the increased responses makes it worth while. That is all there is to it. Certainly if only 50% of the inquirers return the data, it is worth ten times the cost of the return postage which I supply. In many cases I use a card that is returned to me in a stamped envelope which I furnish. I appreciate that some inquirers would not want to send me confidential data on a plain return post card so I arrange to have the questions printed on a neat white card and instruct that this card be returned in the enclosed stamped envelope. Again, a plain return stamped card does the trick. I fit the condition to the needs of the problem.

Examples of Closing Paragraphs

Having shown some examples of questions used on the card, the following are a few examples of the way a closing paragraph, in first letter, can be used to bring back the card.

Naturally we want you to feel that we have handled your inquiry promptly.

That we may be sure our literature has reached you safely, won't you be so kind as to merely check, sign and return the enclosed acknowledgment card?

It won't take you but a moment—and we would be very grateful for the courtesy.

Here is another example:

Handling a wide line of merchandise you can readily appreciate that we have special data on hand concerning certain items which it would pay you to know more about.

Will you check, on the enclosed card, the particular types of merchandise which would interest you most? In doing this you will both acknowledge receipt of our catalog (so we are sure you got it promptly) and also enable us to keep you on the list for certain data of interest.

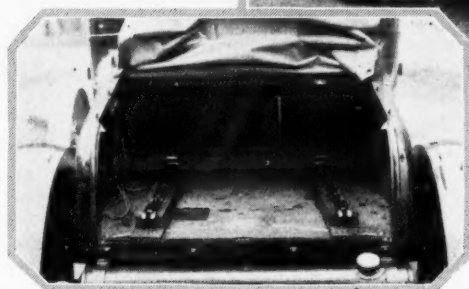
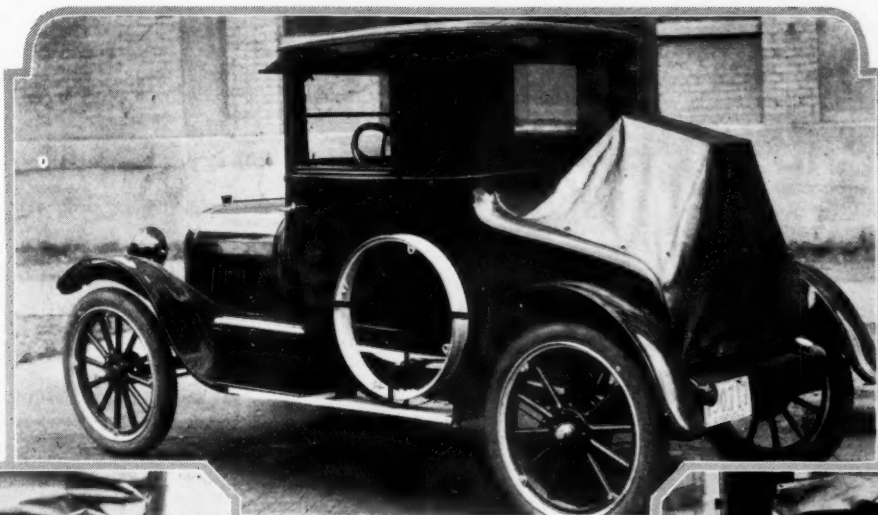
Here is still another type:

It would be worth your while—and we say this in all sincerity—to check, sign and return enclosed card. It is already stamped.

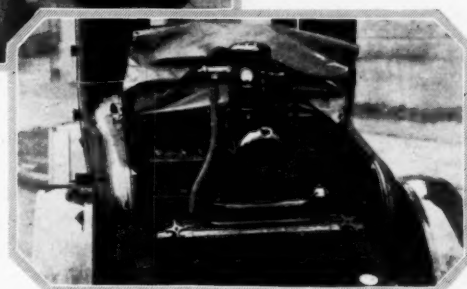
The return of this card not only assures us that you received our literature but gives us information which will enable us to put you in touch with certain important information.

Return card now. Your courtesy is appreciated.

"Your magazine, SALES MANAGEMENT, has been of great benefit to me, and I seldom read a copy of it without getting a new idea or bringing old ideas more prominently to my mind."—L. Gardner, Secy., Joshiah Anstice & Co., Inc.



Delco-Light salesmen are equipped with all-weather coupes, the rear of which are arranged to hold a demonstration equipment. Before adopting this plan the salesmen had to bring the prospect to the dealer's store which greatly increased the sales resistance.



What Is the Best Car for Salesmen?

Cheapest Cars are not always the Best Cars for Sales Work

THE general checking up of sales costs by sales managers in all lines of business has brought about unusual interest in the question of the type of automobile best suited for sales work. Salesmen have long since become more or less reconciled to the use of the lightest and cheapest cars obtainable, believing that these cars enable them to travel with the least cost per mile, and with the lowest maintenance cost.

This general opinion seems to be gradually undergoing a change and today we find an increasingly large number of fleet operators changing over to cars that mean a greater outlay for first cost, but which, it seems, tend to deliver a greater mileage, with more comfort, greater carrying capacity, and in the end lower costs for transportation.

The General Cigar Company has for some time been overhauling their sales program to such an extent that they have virtually combined sales and delivery activities, so that the sale, delivery and collection may be made at the same time, by the same man. This policy has resulted in wider distribution, a better supply of fresh stock, and what is more important, accelerated the dealers' turnover.

The experience of this company with Dodge cars is interesting. They are now operating between 600 and 700 Dodge cars, equipped especially for their particular needs. A large box built on the rear of the car gives ample capacity for the stock to be sold and delivered on the day's route. An analysis of their operating costs made by their Indianapolis

branch shows the average cost per mile to be eleven cents, which figure includes gasoline, oil, repairs, tires, license, insurance, and depreciation.

It is frankly dangerous to quote cost per mile figures, for the conditions governing the operation of no two cars are alike. One driver may be careful and thrifty, the other reckless and extravagant. One car may carry twice the load of another, while one may operate on cement roads, the other over rocky hills, or through deep sand.

However, it is interesting to note that the salesmen-drivers of the Indianapolis branch of the General Cigar Company have been able to average 13.4 miles per gallon of gasoline, at an average cost per day of \$4.12. These figures are for the specially built Dodge cars used in their combination sales and delivery service.

A fleet of forty-seven Dodges in the service of the United States Gypsum Company have been operated for 10.6 cts. per mile. The moot question of whether or not Fords are the best and cheapest cars is one that puzzles many a sales manager when the matter of buying transportation for his sales force comes up. One company kept a record of this question and reports that it cost them 5.3 cents per mile to operate Fords, as against 4.3 cents per mile for Dodges. Just what cost factors have been included in these figures we were unable to ascertain, but obviously they have omitted certain items, perhaps depreciation, taxes and insurance.

Schusters' of Milwaukee report that

it has been their experience that the average life of Fords is five years, with a total average mileage of 50,000. They also report that the Dodges in their service have all run 90,000 miles and are still going, with two Dodges having been run considerably over 90,000 miles. These records are only for cars operated in the city of Milwaukee.

Another car that is attracting considerable attention from sales managers who are looking around for the car most suited to salesmen's work is the Essex—particularly the Essex cabriolet. The Sun-Maid Raisin Growers of Fresno, California, have just purchased sixty of these Essex cars for their salesmen.

One company whose name we are unable to reveal kept a record of the cost per mile in operating seventy-eight cars of various makes. Thirty-three cars of a widely used make, costing the least at the time of purchase were operated for an average of .072. Sixteen cars of a slightly higher price cost .071 cents per mile for operation, while fourteen cars of assorted makes, some being heavy touring cars, showed an average per mile cost of .08 cents. This same company reports that fifteen Dodges were operated over the same period of time for .048 cents per mile.

The Delco-Light salesmen traveling country districts in behalf of their farm lighting systems can reasonably be expected to demand the utmost in endurance from their cars. So that actual demonstrations of Delco plants may be given anywhere all their Chevrolet

The famous

AUTO-DESK COMPANION

Patented



The handiest FILE ever devised

LIKE an extra clerk—faithful, careful, always ready to give you your facts and figures without waiting to have them brought to you. Your department, daily work and unfinished business within arm's reach, always in good order and conveniently accessible. Opens like a book, exposing every sheet, readable in the file if you wish.

Shipped on **FREE TRIAL** at our risk



THE improved Automatic V Expanding Files and Auto-Utility Desks, in all practical styles and arrangements, present the highest development in file and desk construction—yet, they cost no more.

ESTABLISHED 1901

THE AUTOMATIC FILE & INDEX CO.

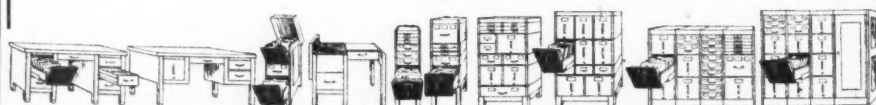
Home Offices and Factory: GREEN BAY, WIS.

Chicago Branch, 29 S. LaSalle St.—New York, 21 White St.
Los Angeles, 420 S. Spring St.—New Orleans, 123 Carondelet

AUTOMATIC
EXPANDING
FILES

SEND FOR—

File and System Catalog 22S
Utility Desk Catalog 23S
Tariff Files 1005S
Auto-Desk Companion 1003S



coupes are equipped with a demonstrating plant.

Thompson and Wood, the Delco-Light distributors in Louisville, report that during the first 5,000 miles which their Chevrolets were used an average of twenty-two miles per gallon of gasoline was made. The Champion Spark Plug Company are placing a Chevrolet coupe in the hands of a specially trained advertising man in each state, who will visit their dealers to install displays and merchandising helps. Their cars are equipped with a specially designed box to carry a supply of advertising and display material.

The Morton Salt Company has been making tests of Chevrolets as compared with cheaper cars and have recently found that the cheaper cars are costing an average of 8.045 per mile, as against 8.036 for Chevrolets. This concern is now operating more than thirty Chevrolet coupes.

The Standard Oil Company of New Jersey, long famed for careful buying, after exhaustive tests has recently purchased eighteen Chevrolets for use in Baltimore, and while their policy prevents giving publicity to their operating costs it is said that considerable saving is reported over cars of a cheaper make.

Many sales managers contend that it is not the cost that is to be given the greatest consideration in buying cars for salesmen. These men claim that the morale of the salesmen is appreciably raised when he has a classy looking car—one which he will take pride in and keep in a spick and span condition.

Upkeep Counts More Than Trade-in Value

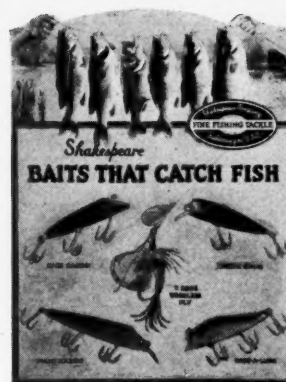
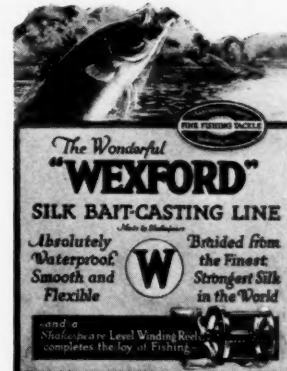
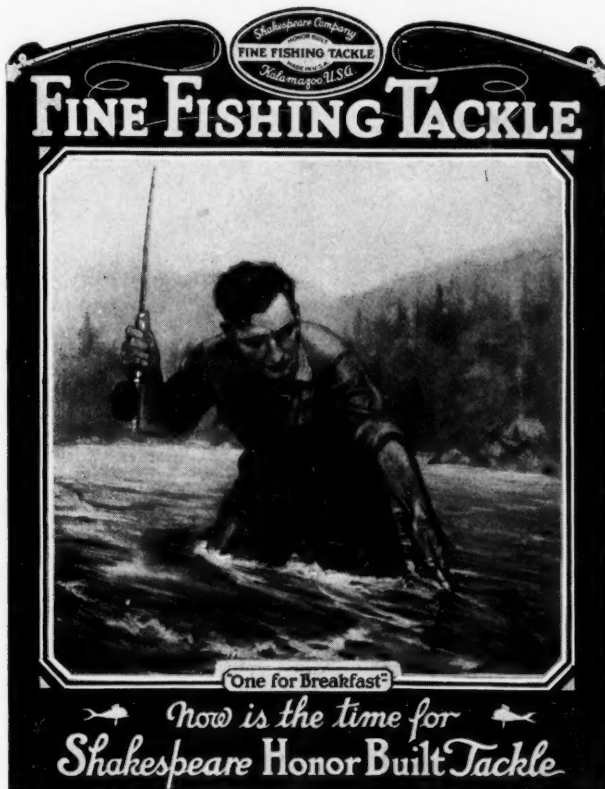
The trade-in value of certain makes of cars seems to have been a sort of siren-call that has misled many sales managers into buying cheaper cars, hoping to obtain a large trade-in allowance when the car is worn out. Experienced buyers point out that the trade-in feature is often misleading and should be carefully considered, making due allowance for the length of service, cost of extras, repairs, and new parts, all of which go to build up the trade-in value, but which are likely to be forgotten when the original price is being considered.

It must be remembered that many salesmen spend half their working hours in their cars, and when we consider the demands usually made upon a salesman's good nature, the physical discomforts and nervous strain of driving in all sorts of weather, perhaps over dusty roads, it cannot be denied that a slightly larger investment in better cars, or closed cars is likely to bring a handsome return in sales.

The number of inquiries constantly received by this magazine indicates a wide interest in the matter of automobiles for salesmen, and the careful manner in which companies are keeping records on their cars evinces a determination to go to the bottom of the matter of costs, so that the item of transportation may not be numbered among those that are constantly increasing the heavy costs of selling.

Palmer Advertising Displays

"A Dollar's Worth of Display Material for a Dollar"



This 28x44 in.—7 color Lithographic Display combination sheet gives 5,000 large displays, size 28x22, and 5,000 each of four different cards for Window and Counter, 11x14 in. Total 25,000 pieces, mounted to 60 point board, and die-cut, easel backs

5,000 Window Display-Counter Card Combination Sets \$1.00 Per Set

Knowing the uncertainty that ordinarily surrounds the selection of lithographic display material, we offer this definite, complete proposition at an exceptional price, and in a manner which enables the buyer to know exactly what he is buying. Today's trend is toward smaller window pieces which can be extended for larger windows or set close together for smaller spaces. We suggest the following combination:

SPECIAL OFFER

Size of sheet 28 x 44 ins.—Seven color Lithography, mounted to 60 pt. stock and die-cut. This will give you a five-piece display set consisting of: one main piece, size 28x22 ins., and four different designs, size 11x14. All ideas and art work included. We work close to your product. You will delight in our original merchandising ideas.

THE ART WORK

John Bradshaw Crandell, one of America's leading pastel artists, an officer in this organization, will handle the art work on your display. Your job, from start to finish, gets his individual attention. All art work is included in the price quoted above. We make it easy to buy lithography. No comebacks—everything is in the price.

We create and manufacture ideas for all display material, from 24-sheet posters to small hangers, as well as forceful direct mail campaigns. Write us fully.

PALMER
Advertising Service, Inc.
19 West 44th Street
New York City

Gentlemen:

We are interested in your combination display offer. Quantity _____. Our attached letter gives full information. Please send samples and full details. We enclose printed matter on our product. No obligation is incurred.

Name _____ Position _____

Company _____

Address _____

Displays. S.M. 1-23

How an \$110,000 Order Was Saved

By John D. Rauch

Manager of Factory Sales, Tokheim Oil Tank and Pump Co.

Prior to joining his present company, Mr. Rauch did a lot of "pinch hitting" in both the heavy machinery and the factory supply fields. Knowing that our readers are always interested in sales of that type we have persuaded Mr. Rauch to relate some of his experiences. This story is interesting, not only as an example of good salesmanship, but as demonstrating what we have so frequently pointed out that no obstacle is so bad as it seems, and even the most impossible situations dissolve before the right kind of salesmanship.

DURING the closing days of the War, I happened to be making a trip East in the interests of an oil tank and pump company, and was passing the time of day with another salesman in the smoking room. My acquaintance seemed to be somewhat depressed, and it wasn't long before he gave me the reason. It seems that the man preceding him in the New York territory had secured a contract several years before with a large electrical central station to supply them for five years with a certain device that they used in large quantities. For the last year, due to an increase in price in raw material, the company had been losing money on the contract.

The sales manager had delegated him to go to the central station and get them to cancel the contract and make out a new one which would provide a small margin of profit. The salesman was firmly convinced that it couldn't be done. I had seen the same kind of a problem come up many times, and I tried to convince him that most buyers wanted to be fair, and that the best thing he could do would be to lay his cards on the table and appeal to his customer's sense of fair play. I never heard what the outcome was, and there was a good reason to forget it, for by coincidence at my destination I ran right into the same snag myself.

The Order Came Too Easily

I don't believe that there is a problem in selling that requires more tact and more resourcefulness than the kind of a problem I'm going to tell you about.

The Emergency Fleet Corporation were in the market for a large order of heavy ship tanks which my company was very desirous of securing. Our estimating department had spent days in working out the estimate from the blue prints and specifications, and when I arrived there were a great many bidders and I confess that I was just a little surprised on being awarded an order amounting to approximately \$110,000.00 without the usual resistance.

Upon returning to the home office with the order and being duly congratulated, I stepped into the President's office for a few minutes.

Just as we started to talk over the order, the head of the estimating department came in. He was excited about something and hurriedly asked if the order for the ship tanks had been accepted. Upon being advised that it had, he became more confused and began to explain that he had just discovered the

ommission of some material that had not been taken into account in the estimate—one of those exasperating and inexplicable things that creeps in sometimes in the best of organizations.

That was certainly a fine time to discover a thing of that kind. In checking over his figures with him we began to realize that it was true, and that the oversight would more than eat up the profits on the job. There was apparently no way of side-stepping the issue or of being relieved of the contract, which I had duly executed when given the order.

After considering and discussing many plans it was decided that I had best go back to Philadelphia at once, lay my cards on the table, tell them the truth and out of sympathy try to either have the award rescinded or obtain a better price.

We all know what it is to be placed in such a position, but I have always felt that this particular case was the hardest, most embarrassing and most humiliating that could be thrust upon a salesman.

The Emergency Fleet Corporation, I soon found was a cold-blooded proposition and after two day's session I realized that no sympathy or mercy would be shown us, and in fact I was flatly informed that we would be forced to fulfill our contract no matter what the loss.

That night I felt pretty blue, and I thought of the man I had advised a few days before. I sat down to analyze the situation point by point, and before the next morning I had a new plan worked out in detail which did not involve the question of price.

A Little Head Work Saved the Day

I returned to the Emergency Fleet Corporation offices, but instead of going before the department with which I had had my previous dealings, I secured an interview with the Chief Naval Engineer, in whose department the specifications and drawings of the tanks had been prepared. I found him not only a very competent engineer but a whole-souled, honest fellow who was willing to listen.

I said, "Mr. Smith I presume you know that we were awarded the contract for the ship tanks?"

He replied in the affirmative and added that he knew we would give them an excellent job and also stated that they were in most urgent need of the equipment so hoped that we would not unavoidably lose a moment in executing the order.

"Mr. Smith," I said, "that's just what prompted me to come in to see you this morning. We find several details of con-

struction about these tanks, which, if we were permitted to depart from the original specifications, would facilitate delivery very materially." (And I might have added, "and effect the saving of a great many dollars" but he was not supposed to be interested from that angle.)

"What are they?" he asked.

I then went into detail of about a dozen changes in construction that I had spent the previous night in working out, and wherein it would be possible to eliminate a lot of material, cheapen the cost of production, and at the same time not detract in any way from the general efficiency of the tanks, in fact some of the changes suggested were really improvement. While naturally reluctant to admit any deficiency in the original specifications, nevertheless he fell in with the ideas advanced, and before the day was over issued an official letter authorizing the changes, and which incidentally permitted us to come out whole on the order.

Wanted—A Yardstick for Measuring Buying Power

It would be difficult to compute the value of dependable data on the purchasing power of communities.

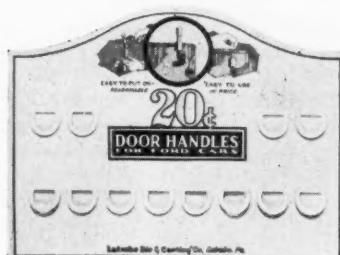
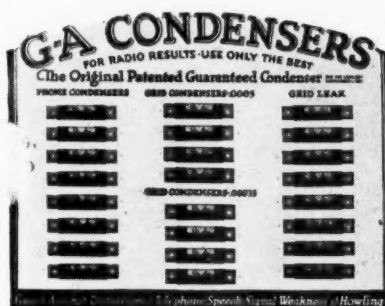
Of course, there are comparative factors, such as bank clearings, construction, estimated retail purchases and the like, but the J. Walter Thompson Company, well-known advertising agency, is approaching in a definite way the subject of weighing markets.

The agency has just announced a prize contest, with no restrictions as to who may enter, the awards being \$1500, \$800 and \$500 for the three best papers on "A Statistical Index of The Purchasing Power of Consumers in the United States." In announcing the contest, the company says that "an accurate knowledge of markets for products is fundamental in the formulation of business policies, and that the clarifying of methods and the development of a trustworthy technique in measuring the buying capacity of consumers living in different parts of the country, in different and varying types of communities, and under divergent conditions of prosperity or depression, has become an important part of the process of making intelligent market plans."

Copies of the pamphlet announcement may be obtained by addressing the J. Walter Thompson Company, 244 Madison Avenue, New York City, N. Y.

Palmer Advertising Cards

Special Offer on Counter Cards in Small Quantities



**3,000 at
15c each**

Specifications—size 11x14 in., printed in two colors on ten-ply coated stock, die-cut, easel-back or self-locking device, fine design work, quick delivery

**5,000 at
12c each**

Because advertisers who need Counter Cards in small quantities have such difficulty in obtaining the finer work at a reasonable price, we have specialized in two-color, die-cut, easel-back Counter Cards of real quality. The ideas, designs, and engravings are handled in the careful manner which marks every Palmer Advertising Product, and we give SERVICE—delivery in two weeks.

HELP YOUR DEALER AND HELP YOURSELF

Many articles of merchandise will move more quickly when actually put on the counter before the prospects' very eyes. Many small items move slowly because they cannot be seen. Put your product on the counter with a Palmer Counter Card. Counter Cards are also strong reminders of the very large articles too large for the dealers' shelves. Let us suggest an idea on your slow-moving items.

WRITE FOR SAMPLES AND IDEA FOR YOUR PRODUCT

We create and manufacture ideas for all display material, from 24-sheet posters to small hangers, as well as forceful direct mail campaigns. Write us fully.

PALMER
Advertising Service, Inc.
19 West 44th Street
New York City

Gentlemen:

Cards. S.M. 1-23

We are interested in your special offer on two color Counter Cards. Quantity _____. Please send samples and an idea. We enclose printed matter of our product an actual sample of which we are mailing you. No obligation is incurred.

Name _____ Position _____

Company _____

Address _____

Of Interest to Sales Managers

The Reason Why

some salesmen are always ready to cooperate, while others seem to be strong-headed and sluggish, lies deeper than mood or impulse.

You issue instructions to all alike. Some act immediately, but others are more deliberate, or fail entirely to respond.

Is it their fault—or yours? Perhaps neither; it is just because those who jump quickly are "Synthetic," while those who take time to decide upon either value or acceptability are "Analytic."

THE SYNTHETIC MAN

assembles facts and draws quick conclusions; he is a good soldier; he is ready to obey, does not question the value of suggestion, but throws his whole weight against the load.

THE ANALYTIC MAN

is critical. If an idea is new he must think it over; if it appeals to his own judgment he may accept it and work upon it, but if not he responds indifferently, or not at all.

THIS DIFFERENCE IN MEN

is very largely responsible for inequality in team work.

The MERTON PLACEMENT ASSOCIATION

recognizes these (and other) vital points of difference, and in submitting salesmen to employers picks only those who are both mentally and temperamentally fitted for salesmanship.

WHEN IN NEED OF SALESMEN

WRITE or PHONE

(Murray Hill 4599)

MERTON PLACEMENT ASS'N

—Incorporated Agency—

331 Madison Avenue
New York City

BEVAN LAWSON, President

MERTON PLACEMENT ASS'N
331 Madison Avenue, New York

Please send me your pamphlet entitled "Some Facts About the Selection of Salesmen."

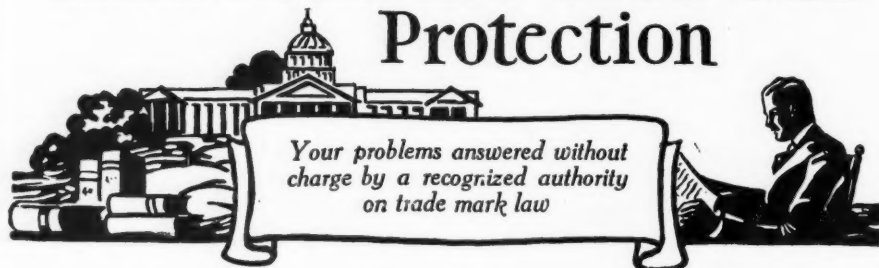
Name

Address

Official Position

Name of Company

Trade Mark and Good Will Protection



When the Salesman Turns in His Brand

New York.—We are perplexed as to what our attitude should be toward one of the salesmen in our employ who has had the training of a chemist and who years ago turned over to us the formula of a preparation he had evolved and a brand name which he suggested for the specialty. No remuneration was given at the time the idea was turned over, nor is there record that any was expected. The salesman who gave us this invention has enjoyed during all these years a heavy volume of sales on this item but the specialty he originated has, it is true, had extensive sale in territory other than his own and he seems to think that there is some special recompense due him. Are we, in your estimation, under any moral or legal obligation to this salesman in this connection?—A. C. N.

As you tell it you would appear to be under no legal obligation, supposing, for the sake of "clean hands," that there is some written evidence or oral testimony to the effect that a transfer was made in good faith. Your salesman could not well claim any property right in the brand name because, in the United States, such rights arise entirely out of use of the trade-mark on the goods. Mere invention of a brand name brings no inheritance of rights. There is likewise lacking, apparently any foundation for an accusation on his part of unfair competition, such as might bring redress under the common law.

Whether there is any moral obligation must be, in the last analysis, a matter of personal opinion and probably it would be presumptuous if one were ventured by an outsider who could not know intimately all the circumstances in the case. Quite aside, though, from the sentimental considerations in this specific case, it may be urged as a broad principle that a basis of frank, mutual understanding should be established and formally acknowledged in documentary form whenever a salesman turns over a brand to the parent house, even though the surrender appears of slight importance at the time. Definite, explicit arrangements at the outset may avoid contingencies, as in the above case, when the salesman remains in the employ of the house. And the need of predetermined status and responsibilities, not to mention acknowledgment of exclusive possession, is even more important if the salesman severs his connection and perhaps enters the employ of a rival house harboring the delusion that he has the right to turn over to his new employer the brand he created.

Where payment is made for a salesman's brand the plan most frequently employed is to make a flat payment in cash for "all rights." In some instances, however, remuneration is contracted on a royalty basis and there is record of one case where there was a flat payment and also a compact to pay an annuity during the life of the discoverer of the brand.

If a salesman's brand has been registered as a trade-mark a deed of assignment must be filed. And a change of ownership of the mark is possible only in connection with the transfer of the good-will of the business with which it has been associated.

No Immediate Prospect of New Trade-Mark Laws

Detroit, Mich.—What is the tenor of your information from Washington as to the chance that Congress will enact at this session any pending trade-mark proposals, notably the one to open Federal registration to association-marks and service-marks as distinguished from merchandise-marks?—P. M. Co.

The guess at Washington is that the final session of the 67th Congress will not so much as touch the task of trade-mark statute revision—neither via special bills nor in connection with the general revision advocated by the American Bar Association. If the new or 68th Congress should be summoned in special session after March 4 there is a chance that trade-mark revision might get a hearing, especially if the reorganization of the Patent Committees of the Senate and the House, put at the helm Chairmen more inclined to press this issue than are the present incumbents. As a general proposition, business men may contemplate a continuance of present trade-mark conditions for some months to come.

False Alarm Over Slogan Registration

Muncie, Ind.—Do I understand from recent publications in the advertising press that the U. S. Patent Office has shut down tight on the registration as trade-marks of slogans of every kind, no matter whether or not they are descriptive of the goods?—B. & N.

There has been, confessedly, some stiffening of practice at the U. S. Patent Office with respect to the admission of slogans to enrollment under our basic trade-mark law, the Act of 1905, but as Mark Twain said of the report of his death, it has been "greatly exaggerated." Even as this is written there have been passed for publication at the Patent Office two trade-mark designs dominated by slogans. Must Hatch Incubator Company of Petaluma, Calif., has been given opportunity to preempt a trade-mark embodying the catch line "A Chick In the Hand Is Worth Two in the Shell." The Wark Advertising Systems Company of Columbus, Ohio, has filed claim to a mark for its advertising signs consisting of a picture of an aeroplane and the slogan "Above Them All."

"SALES MANAGEMENT contains the right articles to help sales managers."—J. C. Hancock, Sales Mgr., John T. Milliken and Company.

Export Advertising Made Easy

Department of Commerce Inaugurates New Bureau to Help Sales Managers get Better Results from Advertising Campaigns Abroad

By Waldon Fawcett

AFTER years of talk and several investigative feints, Uncle Sam has finally inaugurated a permanent system in aid of American sellers who desire to place advertising in any export field. One of the commodity divisions of the U. S. Bureau of Foreign and Domestic Commerce has been expanded to encompass "Advertising Mediums and Methods" all around the world. A drag net is now out for the information needed on foreign advertising mediums and on special conditions affecting advertising. Specific data will be gathered by U. S. consular officers and trade representatives in every corner of the globe.

Harken to the instructions given to the fact hounds who are on this scent. Says the home office; "The American exporter wants to know the buying motives and buying prejudices of foreign peoples, and how they have reacted to various sorts of marketing campaigns in the past." Again, in token of a desire to make the reports from the field thoroughly practical, Washington has whispered to each man on the spot: "Comments on desirable advertising methods will be welcome." The come-back, although it is just beginning, indicates that there will shortly be on file at the Department of Commerce, and open to the consultation of all sellers the most complete muster to be found anywhere in the world of first-hand, down-to-date information on the ways and means and why and cost of silent salesmanship.

A Clearing House of Export Data

That Uncle Sam is actually launched on this venture of maintaining a clearing house of international information on advertising is not the least remarkable element in the current news, if one has any knowledge of what has been going on behind the scenes for a number of years past. It was many years ago that the first suggestion came to Washington that the government, with its exceptional and far-flung facilities for obtaining authoritative information, should engage in scouting for advertising prospects. Government investigation revealed the literal truth of representations that had been made. It was found that, with the exception of certain countries where the publishing industry is approximately on the same plane as our own, it is impossible to secure information through sending forms or questionnaires to publishers. Frequently had this method proven futile. Publishers must be personally solicited for the needed information as to rates, circulation, etc.

In response to the appeals to lend a hand, the Commerce Bureau made its initial foray in advertising exploration. It sent J. W. Sanger, an advertising spe-

cialist, carrying the credentials of a U. S. Trade Commissioner, first to Latin America and later to the Orient to report on advertising methods. His findings were chronicled in four monographs or handbooks in the Special Agents Series covering respectively Cuba, Chile, Peru, Bolivia, Argentina, Uruguay, Brazil, Japan, China and the Philippines. But

How the New Bureau Can Help You

1. It will gather through representatives abroad confidential information concerning advertising mediums—tips as to circulation; whether anti-American in its editorial policy, etc.
2. It will collect information for American houses interested in foreign markets regarding the type of copy being used by local advertisers in various foreign media.
3. It will have on hand authoritative information as to the best way to advertise in these different publications, whether to use a London, Paris, American or local advertising agency.
4. It will be in a position to give you valuable first hand information regarding the buying habits of the people who read these various advertising media.

for all the complimentary attention that these reports received when fresh from the press (the latest one in the summer of 1921) they did not entirely satisfy the curiosity of space buyers and the advertising fraternity, principally because there was no means to keep down to date the information on specific mediums—the data most vitally needed.

Secretary of Commerce Herbert Hoover lent a sympathetic ear to the importunations to establish within the Department an advertising section that would supply a 24-hour intelligence service, much after the fashion in which, for example, the Department's Division of Foreign Tariffs keeps American marketers informed as to the changes in customs, duties and import regulations at all foreign ports. But two obstacles ob-

truded. First, it was difficult to persuade a Congress, economically inclined, to provide funds for the innovation. Second, there was threat of the withholding of support by domestic advertising forces.

The first manifestation came in the form of reports to Washington of opposition on the part of certain advertising agencies in the United States. In all the clamor for the establishment of a governmental research and reference bureau on advertising the voices heard most loudly were those of the advertising agencies. It was represented on their behalf that the agencies had not the facilities and could not afford the expense of collecting complete information on the foreign field. Yet here was Uncle Sam's world-wide organization standing idle, so to speak, and fully equipped not only to collect the initial information for an advertising file but to revise it as frequently as occasion might require. But no sooner did the government indicate that it would see what could be done than there was critical reaction on the part of some of the international agencies. Grumbings were heard, vague as to origin, that it was the function of the advertising agencies, with foreign connections, to supply information on foreign markets and advertising mediums. And here was Uncle Sam taking the bread and butter out of their mouths.

The A. N. A. Objects

When the officials of the Commerce Department undertook to run to earth these rumors, in order to ascertain if there was any real antagonism to the establishment of an advertising bureau, the criticism was found to be nebulous in the extreme. No sooner had the atmosphere cleared in this quarter, however, than there was threat of friction in the premises between the buyers of advertising, as represented by the Association of National Advertisers and the sellers and placers of advertising as represented by the Associated Advertising Clubs of the World. It started perhaps with an unfortunate publication in a New York journal which represented Secretary Hoover as calling a general conference on advertising, inferentially ignoring the former organization while giving the latter a place of honor. Following that untoward incident the government officials summoned all their diplomacy to handle a delicate situation and it is believed that all hands now appreciate that the advertising unit, as inaugurated, is a free-for-all clearing house, open equally and impartially to the use of all interests that employ advertising facilities of any kind.

Originally it was the plan of Director Julius Klein of the Bureau of Foreign and Domestic Commerce to create in the

It isn't pretty; It isn't costly;

no deckle edges; no colors; not even a cover; contains nothing to satisfy the idly curious, nor those who expect a man like me to be clever or to rave about what wonders he can perform.

It's just a modest booklet of twenty-four pages telling in unadorned English why it is profitable to employ me as sales and advertising counsel, to write letters or advertisements, to create any kind of sales literature.

More than that, it is a practical demonstration of my ability to write a message so convincing that it doesn't need an expensive messenger to lend it force.

Seems to me that any man who wants more business than he's getting ought to be interested in that uncommon ability.

I Call the Booklet E-40 Want It?

Corneil Ridderhof

Times Bldg.

New York

Without Obligation

You may have one of our Specimen Letterhead Folders, if requested on your business letterhead.

It carries exact reprints of business stationery which other concerns are using to create prestige for their correspondence.

Users of 5,000 or more letterheads will find this especially interesting.

Get your free copy before
ordering new letterheads.

Higgins & Gollmar
Incorporated

Lithographed Paper Products

30-38 Ferry Street
New York, N. Y.

commodity directory a new division to be devoted to Advertising and Packing. Owing, however, to the shortage of funds under the appropriations as now skimmed, this ideal cannot be realized for the time being. As an alternative it has been arranged to operate the advertising bureau as a section of the Division of Specialties. A plan has been taking form for some time past to transform the Specialties Division into a Division of Sales Technique or Export Technique, and it will doubtless work out that this new unit in the Commerce organization will become in effect, if not in name, a Division of Advertising and Sales Technique.

Stationed at the Advertising Division in an unofficial advisory or co-operative capacity will be a representative of the Associated Advertising Clubs of the World. Here behold another element that, through lapse of tact, has operated to beget friction and send the new Advertising Division away under a temporary handicap. Late in October the statement was printed in a New York weekly that the Department of Commerce had agreed to establish an advertising division, equipping it and supplying the clerical force, if the Associated Advertising Clubs would nominate a "Director" and guarantee his salary for at least the first year. This gave a wholly erroneous idea of the situation and it would be scant wonder if, in the face of such a supposed arrangement, other organizations and independent advertisers were to hold aloof in suspicion.

Director Morse's Duties

To put matters right, then, let it be set forth that the presence of a resident delegate from the A. A. C. of W. is expected to enhance the value of the information sent out from the new Division of Advertising, but he will not be its titular head. Director Morse of the Specialties Division is the executive at the helm. He will receive suggestions from the A. A. C. spokesman as to data filtering in from abroad that should be made public for the benefit of American advertisers and the form in which it should be disseminated. It may be that, on occasion, the A. A. C. will be allowed to mimeograph and distribute information that the government has not funds to put out. But ever and anon, all advertising information, from whatever source obtained, is to be made available simultaneously to all persons interested.

Of paramount practical value to long-range sales campaigners will be the great file of advertising rate cards, etc., which will form the backbone of the new bureau. The call for information for this file went out on April 20, 1922—which indicates how long Uncle Sam has had the idea in the back of his head. The information is now coming in, from the hundreds of sources tapped, and is being tabulated uniformly in card index form. For each periodical listed there will be given not only full information on advertising rates according to position and analysis of circulation, but all needful data as to the physical make-up of the paper—number and size of pages, columns to page, width and depth of columns, screen of cuts, requirements as to mounting of cuts, acceptability of mats

and electrotypes, range of color printing, etc.

Coming down to brass tacks, the government representative who turns in a report is instructed to append confidential information that would aid the American seller, as, for example, tips as to the character of circulation, the policy of the medium—whether anti-American or not, etc. With every circulation rating turned in will come a foot note telling whether the circulation figure is claimed, estimated or proved. As an aside, it will be shown what mediums and what form of copy are being used by the local advertisers in each territory. Finally, Uncle Sam will have on tap, information as to whether, in the case of each listed periodical, there is any objection to handling campaigns from the United States and whether this can be done satisfactorily through foreign advertising agencies in the United States, or if it be preferable to handle the advertising through a local agency or through the manufacturer's distributor. This intimate, first-hand information is not to be locked up in a closet at Washington. Not all of it will be published, to be sure, but any marketer or any trade association will be free to copy off the information in the big file or any section of it. And, if plans do not miscarry, sales executives can, by paying for the cost of typewriting, obtain copies of file cards that lay bare the what's what of mediums in which they are interested.

Regards Agency Heads as Personal Friends

I have read with much interest Mr. Salisbury's articles and have been much gratified in comparing his recommendations with our practices, to find that we do not vary in the essential details from what he recommends.

Perhaps this is one reason we are so well satisfied with the service which our agency is rendering. We feel that the individual members of our agency organization are personal friends and we keep them intimately in touch with the progress and development of our business. Perhaps not formally by means of meetings at regular intervals, but continuously by close personal association.

I believe that some such methods are fundamentally necessary to secure good service from any advertising agency and it is, therefore, very interesting to see our own unexpressed ideas given definite form in Mr. Salisbury's articles.

Our sales manager, Mr. McGredy, subscribes to your paper and it is read with interest by several members of our organization.

F. A. Hatch, Vice Pres.,
Shepard Crane & Hoist Co.

Find out your weakest point. Then strengthen it.

By doing a little more each day you slowly erect a structure of success.

A salesman braces me up. He makes me wonder whether it would pay me to smile and be happy in my business—W. R. Voorhis.

Is Desk Pounding Good Salesmanship?

Good salesmanship is not flashy or spectacular. It is the sincere, honest presentation of ideas and information. The master salesman is one who can combine honesty and sincerity with personality.

By WILLIAM FEATHER

I HAVE heard it said that a salesman who is conscious of his selling ability thereby unfits himself as a salesman.

This is a paradox, but it contains more than a germ of truth.

The man who *knows* he is a good salesman is inclined to resort to the so-called tricks of salesmanship. He wants the name on the dotted line, even if he does not have the customer's good-will, although without the latter the name on the dotted line is of slight value.

Master salesmanship, as I understand it, implies the cultivation of the customer's desires and confidence to the point where *he buys*. He expresses himself something like this: "I want your goods. Is there anything you want me to sign?"

* * *

You can forget everything else you have heard, read and observed about salesmanship, provided you remember this one thing: That you do not need to sell anything; your customers will buy from you if you convince them that your service is of a high and useful character.

For every good man looking for a job, there is a good boss looking for a man.

And for every salesman looking for an order, there is a customer looking for an intelligent man to fill an order.

If there is any art in salesmanship it is in the location of these customers who want your goods and your service. Believe me, they want to buy from you as badly as you want to sell to them.

* * *

That is the way I look at the selling problem. Having this viewpoint, I have tried to develop a type of advertising that

would be helpful to salesmen—a form of advertising that would make the reader say to himself: "That's a good company. I will talk to their salesman the next time he calls."

* * *

The William Feather Company produces house magazines, which are edited and designed to create good-will and confidence.

These house magazines contain a section of reading matter, surrounded with advertising copy supplied by the user of the publication.

They have proved successful in holding old customers, and in building up a large repeat business. With the help of salesmen they produce new business, too.

William Feather house magazines are unique in the advertising field. They are written to business men as human beings, not as manufacturers or jobbers or retailers.

They contain sidelights on accounting, cost recording, salesmanship, advertising, banking; and short editorials on honesty, courtesy, enthusiasm, resourcefulness—the subjects one business man might discuss with another in a face-to-face meeting. Every sentence in a William Feather house magazine is written in a human, easy-to-read style, but without any of the jargon or cheap "pep" talk so common to house magazines.

* * *

The extension of this service is naturally limited, because we accept only one client in each line of business. We would, however, like to explain our proposition to a few sales managers and executives, particularly in manufacturing and jobbing lines.

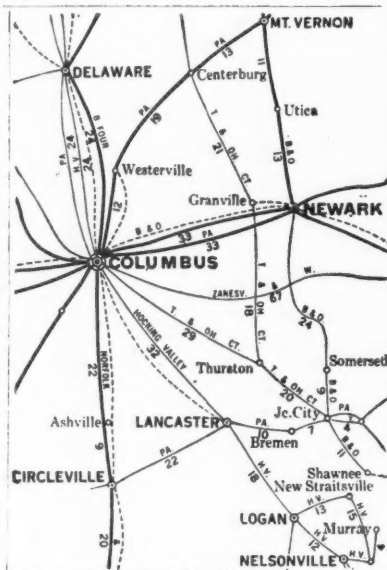
The cost is moderate.

In writing, ask for samples of magazines we are now producing for others.

The William Feather Company

Chicago Office—Suite 410, 6 East Lake Street

611 Caxton Building, Cleveland, Ohio



Section of Ohio Map

Wars Have Been Fought

for expansion of sales territory. There are thousands of cities, villages and hamlets in this vast country of ours in each of which the men, women and children purchase all sorts of goods. Blum's Atlas shows you the sales value of each town and how the routing should be made in the most economical way.

Blum's Commercial Atlas

is exclusively designed for sales managers and shows at a glance:

- The worth while towns
- Most effective routing
- Expense of covering the territory

Price, Linen paper, 17x22 in. - - \$25.00
Junior Edition, 12x14 in. - - \$15.00

Wall Map of U. S.

Our wall map gives a birds' eye view of the entire country and its sales possibilities. It is especially adapted for interstate routing. Mounted on either linen, compo board or cork. Size 84x60 inches.

Price \$20 upward, according to mounting.

Pocket Edition of U. S. Map

showing every town from 20,000 up, 20x30 in., 75c—29x37 in., \$1.50.

Pocket Edition

Our pocket map is designed for the exclusive use of traveling men and shows the following:

- Railroad systems and distances between towns.
- It differentiates between main lines and branch lines.
- It differentiates, by means of type style, between towns of 25,000, 5,000 to 25,000 and less than 5,000.
- It gives the latest population of each town together with a key showing the location of the towns.
- It gives the leading commercial hotels and hotel rates.
- It classifies the towns—whether they are industrial, agricultural, university, suburban or mining towns.
- It gives the leading industries of each town in the order of their importance. Price 25c each—at Hotels and Stationers.

Ask for Catalog

BLUM MAP CO.

3 West 29th Street, New York City



PERMISSION FROM RAND-MCNALLY

During the past year the Automotive Equipment Association's Better Selling Film has been shown to 700 meetings

What One Trade Association Has Done

Results from \$15,000 appropriated for Dealer Service Work have been so good that the Automotive Equipment Association will spend \$60,000 this year to build better dealers

A DISPATCH in the daily press states that during the week of November twentieth a small convention was held in New York that represents a big industry. Guess what that industry is. It is the convention industry. The convention was that of the National Association of Convention Bureaus.

The convention and association industry has grown to such proportions that some concerns are beginning to check up the various associations and conventions which they are asked to support to see what they are getting for their money. Mull over these few figures a moment and it is easy to see that the matter of supporting conventions and associations is becoming a factor that must be reckoned with in determining selling costs. The Association of Convention Bureaus report that they hold 5200 conventions annually, which are attended by 4,000,000 persons, whose expenditures in the various convention cities are about \$500,000,000.

Considering the time lost in traveling, and the time actually spent in the convention it is a conservative estimate that at least 4,000,000 weeks time—"man-weeks" I suppose the efficiency man would call them—are devoted each year to conventions. Add to this the time spent by special committees in conference, board meetings and things of that sort and it is easy to see that the convention industry will, if it continues to grow, soon become one of the major industries of the country.

Few conventions accomplish anything.

Judged in the light of a pleasant week of vacation, and a general period of wind-jamming perhaps the average convention is a huge success. In the light of real, tangible results and constructive work we would hesitate to call them a success—or even justifiable. But there are exceptions—and one of the exceptions is the work being done by the Automotive Equipment Association, at whose conventions hard work supplants hot air. To get an idea of what they have accomplished it is necessary to go back and review the conditions that were responsible for the birth of their big idea that has actually accomplished something beyond the resolution passing stage.

In the summer of 1921 the automotive equipment business, both retail and wholesale and manufacturing, was in the throes of a business lull that threatened to become fatal to many business concerns. To wake up the retail trade and prove to them that business could be had for the asking the Automotive Equipment Association organized a merchandising bureau that has since grown into one of the most potent sales producing factors in the entire industry.

One of the first plans made use of was to enlist the co-operation of hundreds of jobbers' salesmen to sell the dealers the idea that their business salvation lay in asking the public to buy. "Ask 'Em To buy" was adopted as the slogan of the merchandising bureau, and around this slogan a real sales campaign was built.

A two-reel moving picture film entitled "Ask 'Em to Buy" was produced as one

of the first steps in waking up the dealers. The film itself is really an education in retail sales methods. It shows how a young garage owner built his business by selling every car that drove up for gas or oil some extra bit of equipment. The jobbers' salesman is featured in this film as the man who can help every retailer build his business.

During the first year this film was in operation over 700 meetings were held, which were attended by an average of 70 salesmen, dealers, or garage men. One jobber in Memphis trained a man to present the "Ask 'Em To Buy" story and purchased a portable projector and sent his men out to call meetings all over the territory worked by this jobber. In every case increased sales followed these meetings. Dealers were given a new view of the possibilities of their business. The jobbers' salesmen learned that there was something more to their jobs than writing up orders for what few items the dealers actually needed.

The meetings were held, and the films shown wherever and whenever a group of dealers could be assembled—in a garage, a jobbers' sales room, a small theatre, lodge halls, or school houses.

After the film had begun to be in greater demand a book "A Greater Business," was prepared and published. In simple, fundamental language and illustrations this book tells the dealer how to sell more automotive equipment and make a greater profit. Jobbers all over the country purchased these books in quantities and placed them in the hands of their customers.

Making a Dull Month Lively

Another book, "Shop Profits," has since been published and is being distributed in the same manner. It is a short treatise on the equipment required for the profitable operation of a garage and repair shop. Methods, plans, suggestions for accounting forms, display ideas, and selling are discussed briefly and practically, so that even the smallest garage can benefit from it.

Supplementing this book a second film of the same title has been produced and is now being shown in the same manner that the "Ask 'Em To Buy" film was shown. This film is being used by many manufacturers, who have had short length films made showing their own product in use. In this way the individual manufacturers are enabled to cash in on the work being done by the association.

"Ask 'Em To Buy" has become a national slogan of the automotive equipment trade. Jobbers have based their sales campaigns on this idea, manufacturers have featured it in their trade paper advertising, and jobbers' and manufacturers' salesmen have talked it to thousands of retailers all over the country.

Supplementing this idea the association took up the matter of making December, heretofore a very dull month in this trade, a real sales producing month. Early in September, Ray Sherman, who is directing the merchandising work, issued a bulletin giving ideas for selling automotive equipment for Christmas

Advertising Rates in Sales Management

Change January 15, 1923

During the last six months the net paid circulation of this magazine, as shown by reports to the Audit Bureau of Circulations, has grown from 6,400 in June (when present advertising rate went into effect) to more than 9,000 at the close of the year—AN INCREASE OF FIFTY PERCENT.

Basic Advertising Rate \$10. per page per thousand circulation

In keeping with our policy of adjusting our advertising rate to keep pace with increased paid circulation, a twelve-time advertising rate of \$85 a page will be put into effect January 15th. Previous rate changes have been as follows:

	Twelve time rate	Net paid circulation at time	Average net paid for period
November 1, 1918.....	\$30	2,200	3,140
September 15, 1919.....	34	4,087	5,238
April 15, 1920.....	50	5,578	5,630
July 15, 1922	65	6,400	8,050
January 15, 1923	85	9,500	

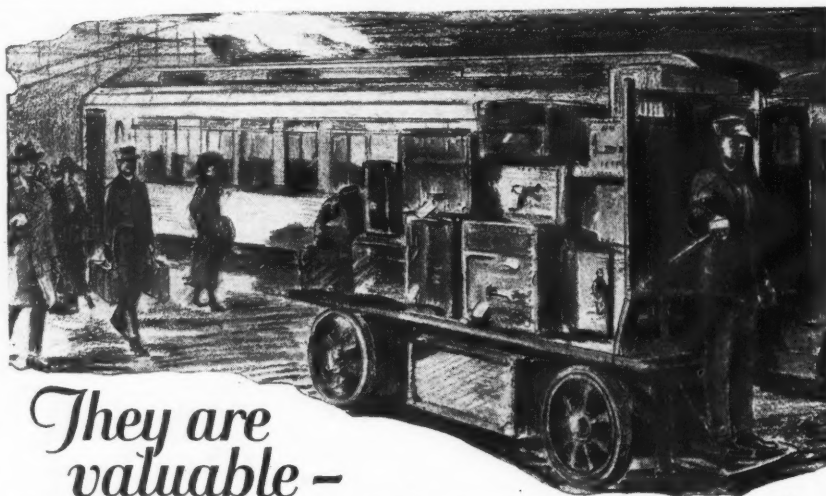
High-Quality, Low-Rate Circulation

More than ninety per cent of the titled subscribers to "Sales Management" hold the position of sales manager or better. Seventy per cent of its circulation goes to manufacturers, of whom more than seventy per cent are rated at \$100,000 or more. During the coming year these executives will control the expenditure of more than a billion dollars for sales and advertising.

**Reservations at Present Bargain Rate of
\$65 for Twelve Consecutive Page Insertions
Cannot be Accepted after January 15, 1923.**

THE DARTNELL CORPORATION, *Publishers*

1801 Leland Avenue, CHICAGO
New York Office: 342 Madison Avenue



*They are
valuable -
insure your salesmen's samples*

SALESMEN'S samples are valuable. They represent investment. Insure them against loss from fire and the risks of transportation.

A North America Commercial Travelers' Policy will protect the samples of one salesman or the sample lines of an entire force, at a small cost.

The wise sales executive and the efficient salesman always carry Sample Insurance.

Investigate today before the loss of tomorrow.

Insurance Company of North America

PHILADELPHIA

Founded
1792

"The Oldest American Fire and Marine Insurance Company"



Pin this coupon
to
your letterhead

Insurance Company of North America, Third & Walnut Streets, Philadelphia, Dept. X 1

Name

City

State

Wants Information on Commercial Travelers' Sample Insurance.

gifts. Because of the success with the "Ask 'Em To Buy" idea this plan was eagerly grasped by the members of the association.

Manufacturers designed special Christmas packages or wrappings for their products, and a drive was made to sell the dealers on the idea of making December a big selling month. These special Christmas wrappings are so made that they can be torn off, leaving the regular packages intact in the event the items are not sold for Christmas gifts.

One jobber in St. Louis issued a special issue of his house organ so arranged that the dealer could mail it out as a special Christmas circular. Over ten thousand of these have been sold by this one jobber before the first of December. Other jobbers arranged special gift assortments, furnished the dealers with signs, and special displays.

Beginning in 1923 the association plans another campaign somewhat similar to the "Ask 'Em To Buy" campaign. It is to be called, "One man, One Store, One Million." The idea behind it is to induce each jobbers' salesman to select one store, and endeavor to increase the business done by that store as much as possible during the first six months of 1923. It is planned to have the salesman get a record of the sales for the six months prior to the time he starts his campaign on the store he selects. Six months later he is to submit a report of the increase he has been instrumental in bringing about.

Getting a Big Convention Turnout

This work has been financed through the Automotive Equipment Association, both jobbers and manufacturing members contributing alike. At first \$15,000 was appropriated from the treasury, in addition to an assessment of \$50 from each member. This was for the first year's campaign.

The first year's work proved so successful that it was voted to assess each member \$125 for the second year's work. This assessment will give the merchandising direct about \$60,000 to invest in their work. More meetings will be held all over the country, and special attention will be devoted to that part of the country where the meetings have been neglected during the first year.

The Automotive Equipment Association holds an annual convention each year which is in many respects quite different from the average convention. While they do not overlook the social and recreational opportunities afforded by the gathering the members are not allowed to neglect the business side of the convention. Dues to the association include railroad fare for one delegate, and an expense allowance each day of the convention. Each member attending the convention is given a ticket for every business session. Being a moment late for a business meeting during the convention penalizes the member the amount of his expense allowance for that day. If he misses the session entirely his entire mileage and expense allowance is withdrawn for the convention. Strict adherence to these rules insures a full attendance at all meetings.

Speeding Your Mail Through The Post Office

By Alfred H. Black

Foreman, Mailing Section, Philadelphia Post Office

Whether that big mailing reaches its destination on Friday afternoon or Monday morning may mean the difference between its being read and tossed unopened into the waste-paper basket. So it is quite important to make sure not only that your mail leaves your mailing department on time, but that it leaves in such shape that it will not be held up at the post office. In this article, based on an address before the Association of National Advertisers at Atlantic City, Mr. Black gives sales managers a few pointers.

PROBABLY the most important factor in the preparation of mail is the manner of addressing it. Carelessness in this respect results in the delay and nondelivery of millions of pieces of mail annually. To insure prompt and certain delivery of mail matter, it should be completely and accurately addressed to a street and number, or a room number in an office building, when it is intended for delivery at a post office having carrier service; to a post office box number, when the addressee secures his mail in that manner; or to a box and rural route number when the addressee is located on a rural route.

Many business houses receive their mail through post office boxes and receive it more frequently than is possible by carrier. These concerns should print their Post Office Box number on their letterheads and other mailing stationery. The use of street intersections as an address should be avoided, if possible, as the streets may be the dividing lines of carrier routes or of postal stations. At the larger post offices having a considerable number of postal stations the delivery of mail addressed to an industrial establishment covering a considerable area, the location of which is consequently well known locally, will frequently be expedited if the name of the postal station through which the plant is served is included as part of the address, and this should appear on the concern's stationery.

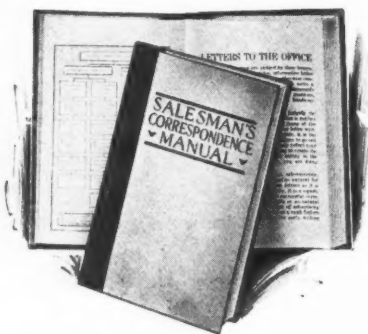
You can hasten your mail on its journey through the post office by facing the stamps all one way and tying the different sizes in bundles. This facilitates handling in cancellation. Where the volume of mail is considerable it is also advisable to have mail addressed for local delivery kept separate from that addressed to other post offices. The mail should be weighed and stamped correctly. When you pay postage due on a letter, don't you think it is carelessness on the part of the mailer? Smaller items than that have resulted in cancellation of an order.

It frequently occurs when a large mailing of first class matter is presented at the post office, it is found upon examination that, owing to the excess quantity of water or gum used in sealing the envelopes, the letters adhere to each other to such an extent at times that the stamps are destroyed in separating them. Mail prepared in this manner is necessarily delayed.

In the large post offices from 60% to 75% of the outgoing mail is received between the hours of 5 and 7 P. M. When thousands of pieces of mail are brought to the post office at one time, it is not possible to have the same degree of efficiency and dispatch that would be possible if this same volume were to come in steadily throughout the afternoon. This condition could be avoided if business houses were to mail earlier and at frequent intervals during the day, instead of permitting the mail to accumulate. By sending your mail to the post office as soon as it is ready it will, in many cases, connect an earlier dispatch and reach its destination from twelve to twenty hours sooner. The congestion at the later hours will also be largely eliminated and the late mails speeded on their way.

The use of envelopes or cards of unusual size or irregular shape should be avoided. These do not fit the separating cases and cannot be tied with ordinary packages of mail without being folded, cut by the package string or broken by the letter carrier's strap. Those large 12x14 white cards, delivered to the addressee with broken corners and cut by the string part way down, are usually promptly consigned to the waste basket. In order to avoid this condition the Department suggests that the use of an envelope or card not exceeding four by nine inches would be of advantage to both the mailer and to the postal service. Large display cards and calendars, printed on stiff paper, in order to reach





What Sort of Reports Do Your Salesmen Write?

Are they long-drawn out accounts of why the salesmen didn't get the business, but holding out great hope for the future

Or are they concise, informative reports giving information you are glad to have—almost as glad to have as orders?

Or don't they write any reports at all?

Dartnell has just revised

"A Salesman's Correspondence"

By J. C. Aspley

Editor, "Sales Management" Magazine

It is expressly written to help sales executives solve the report problem. It sells salesmen on the value of them of writing reports. It shows by numerous illustrations that a good report is a salesman's best advertisement.

Hundreds of letters from sales managers testify to the effectiveness of this Dartnell manual. More than two hundred leading concerns purchased quantities of the previous editions to hand to their salesmen.

The manual fits the coat pocket. It can be read through in a few hours. But the impression it makes on a salesman lasts for the rest of his business career. It will solve your report problem—if you have one.

Price on Approval
\$1.10 in boards; \$1.60 in leatherette

The Dartnell Corporation

Publishers

1801 Leland Avenue, Chicago

the addressee in good condition, should be invariably enclosed in envelopes and protected by means of heavy cardboard or corrugated board. Occasionally a mailer will pay from \$30.00 to \$60.00 per hundred for calendars and then mail them in tubes so frail that the twine which binds them cuts through the tube or the edges are broken even before the mail reaches the post office.

Matter is frequently received which bears so much printing on the address side that there is scarcely enough space left for an address. The printed matter about the address is often confusing to the postal clerk distributing the mail, which is handled with considerable rapidity. The carrier should also be given a chance to forward mail in the event the addressee has moved, by providing space for him to write upon.

The Department asks that a clear space of not less than 3½ inches be left at the right end of the address side of all mail matter for addressing, affixing stamps, postmarking and any words necessary for forwarding or returning the mail.

Distribution of mail in many post offices and on mail trains is often performed under artificial light. It is therefore important that the addresses on envelopes, wrappers or cards be plainly written or printed. It is preferable that envelopes, wrappers or cards be made of white paper. If paper of any other color is used, it should be of very light tints of pink, yellow or manila. For address purposes, type smaller than ten point or long primer is looked on with disfavor by the Post Office Department.

No Directory Service for 3d Class Mail

In order to insure delivery of third class matter, it must bear a specific address, as mail of this character is not accorded directory service. If undeliverable, it is destroyed unless it is of obvious value or bears in the upper left corner the sender's guarantee to pay postage for its return. This guarantee may consist of only the words "return postage guaranteed." Mail bearing such a notice, if undeliverable, is returned to the sender, from whom the necessary return postage is collected upon delivery.

The use of the guarantee enables mailers to keep their mailing lists up to date if the names appearing on the returned mail are removed from the list.

Considerable expense is incurred if the lists are not kept corrected and repeated mailings are made to an address from which no business can be secured. When using a permanent mailing list in connection with periodical mailings of valuable catalogs it is desirable from time to time to submit the names of persons appearing on the list to the postmasters of the offices from which these persons receive their mail. Postmasters are permitted to correct mailing lists by crossing off the names of persons to whom mail cannot be delivered or forwarded; to add the correct street, rural or box number; to correct initials and to indicate the head of a family when two or more names appear at any one address. They are not permitted to add new names. This correction of mailing lists

is made at the expense of the owner by substitute clerks at the rate of 60c per hour at first class and second class post offices. Postmasters of third and fourth class offices are not prohibited from making a reasonable charge for this work.

There have been instances of five or more members of the same family residing at one address, each of whom have received in the same mail a valuable catalog from one mail order house.

Another good plan when mailing regularly to the same list of names, is to enclose occasionally a card, on which the person to whom the mail is sent may report any change of address.

The use of metal clips on folders or other mail matter is highly objectionable as such matter cannot be cancelled by machine. The clips also frequently become detached in the ordinary handling that mail undergoes with the result that any loose inclosures are lost. Other mail matter also becomes caught in the clips and is miscarried.

In order to insure the safe transmission of parcels, substantial packing and wrapping are essential. Parcels of a fragile nature should be especially well protected by some cushioning material and plainly marked "Fragile." For the purpose of absorbing shock or jar, experience has shown that double faced corrugated board affords an ideal protection and for many articles of a semi-fragile nature boxes constructed of this material are relatively strong and well adapted for the shipment of parcels. Quite a few C. O. D. shipments from some firms are refused owing to the outward appearance of the parcel upon arrival. A flimsy container is a poor advertisement for the contents.

Take It Up With Your Postmaster

There is a provision whereby parcels sent at the fourth class rate of postage may be sealed if they are labeled in printing to show the nature of contents and bear an inscription authorizing the Postmaster to break the seal and examine contents if deemed necessary. Some parcels bearing this notice are found to contain inclosures, such as instruction for making clothes or describing repairs to be made to articles such as hats, fountain pens, jewelry, or bear unauthorized additions to invoices which may be enclosed and other written messages which subject the parcels to a higher rate of postage. When you desire to send with a parcel post package a communication, instructions or other written matter not constituting a permissible inclosure, the facility of attaching a communication prepaid at the first class rate of postage to a parcel prepaid at the fourth class rate of postage should be used.

There are on the market specially constructed containers prepared for mailing two classes of matter, the use of which is advantageous to those whose mailings are such as to warrant the utilization of this method.

When preparing envelopes, advertising cards, folders, broad sides or other matter to be mailed in considerable quantities, submit a sample to your postmaster to ascertain whether it is prepared in accordance with the Postal requirements.

For Your Salesmen

free sample copies of

Salesology

You will find this unique, practical and snappy publication a sales stimulator. It is chock full of dependable dope for the men on the firing line.

Just let us know how many free sample copies you would like to distribute to your salesmen. There is no cost or obligation. If the salesmen don't want to line up for a yearly treatment after giving a copy the once-over it will be unusual.

Hundreds of Sales Managers have either insisted on their men subscribing for SALESODOLOGY or have bought quantity lots for distribution to the sales force.

Over one hundred Underwood Typewriter Company salesmen are getting SALESODOLOGY each month. And they think it is great.

Fuller Brush Company branch office managers regularly send in subscriptions for their salesmen—put it up as prizes for monthly records.

But why continue. SALES MANAGEMENT is your magazine. SALESODOLOGY belongs to your salesmen. And you undoubtedly will enjoy it yourself.

Just fill in the coupon below and state your requirements and copies will be shipped to you at our expense.

SALESODOLOGY MAGAZINE

53 West Jackson Boulevard

Chicago, Illinois

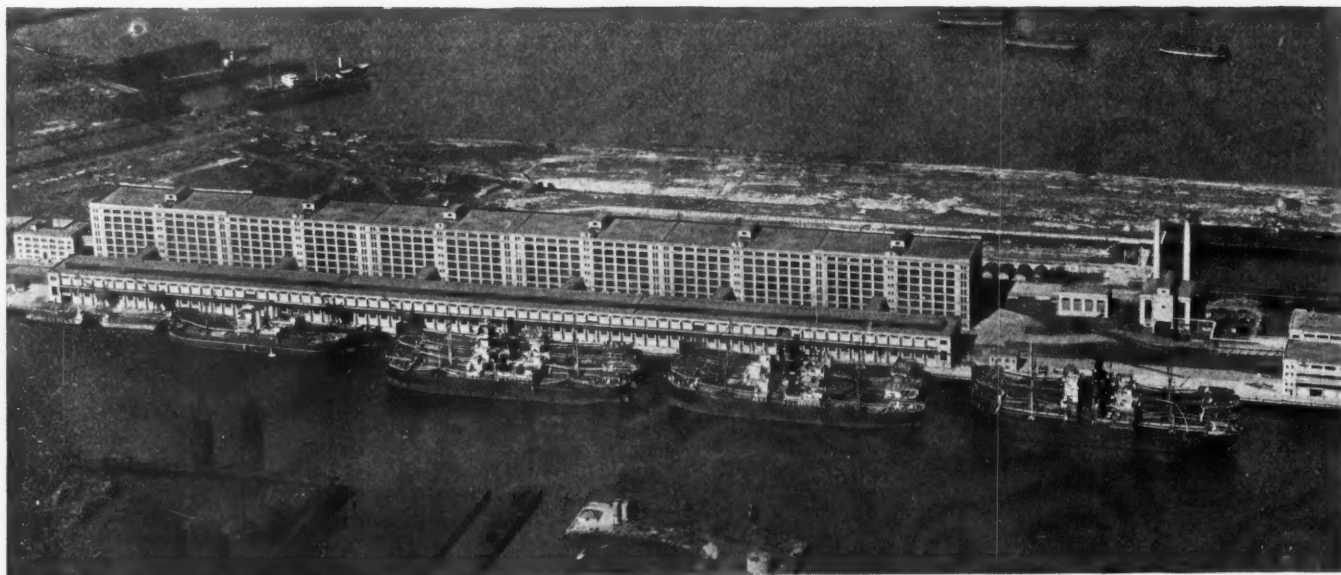
SALESODOLOGY,
53 West Jackson Boulevard,
Chicago, Ill.

You may send me without cost or obligation _____ copies of SALESODOLOGY.
I will deliver a copy to each of the men on my sales force.

Name _____

Company _____

Address _____



COURTESY, AMERICAN INDUSTRIES

PHOTO BY U. S. ARMY AIR SERVICE

Boston has one of the finest harbors on the continent, and is making it even better. This is the Commonwealth Pier, which accommodates five 600-foot liners at one time.

Boston—The Misunderstood Market

Experience of Gainsborough Hair Nets, Listerine, Ken, Zonite, and other Products show that Boston is peculiarly responsive to aggressive sales tactics

By Merrill V. Reed

IS it true that it costs twice as much to get business in Boston as it does on the Pacific Coast?

Such an opinion is actually held by some sales managers. It was recently given impetus by a discussion along these lines made by G. C. Kingsley of the Library Bureau before the St. Louis sales managers association. To get first hand information on this point I was assigned to interview a number of sales managers who have put on intensive campaigns in the Boston district and find out what their experience has been.

One of the first men I talked to was G. F. Willis, who took a product manufactured in Ohio, established headquarters in New York City, built up a merchandising organization largely of southern men, and then—chose Boston as the initial market for Zonite. He said he picked Boston because it was really a barometer for the entire country. He said it was a market with a decidedly national flavor. On account of its large cosmopolitan population, representing many nationalities yet possessing a great majority of native Americans, one may expect a response here that will accurately presage the verdict of the rest of the country. Boston's foreign population is only 32% of her total, the 1920 census listing slightly more than 238,000.

Now, a territory so compact that from Boston salesmen can reach its western borders in four hours by train, its southern limits in less than two hours, while

the furthest points in Maine are only eight hours away—this is New England. These short distances make it possible for salesmen to call often, and for merchandise to be delivered quickly. In the six states are nearly seven and one-half million people. An unusually high percentage—over 79%, to be exact—live in cities, and are thus accessible through the usual campaign methods. There are some 600 cities and towns linked commercially to Boston, the jobbing center. Merchants from all these regions buy here. This market, New England, is roughly 1-15 of the country in population, although smaller in area than several separate western states. Massachusetts alone claims 1-11 of the total wealth of the United States.

To visualize the compactness of New England, consider the manner in which it is covered by Boston wholesalers. Haskell Adams Company have 32 men covering New England grocers, averaging nearly 3500 calls a week. The Eastern Drug Company can make 2500 calls weekly with 35 salesmen. In other words, these companies reach all their customers twice a month. There are approximately 20,900 grocers, 3,445 druggists in New England. Boston is their buying center.

The Zonite campaign mentioned above was described in detail in the December "SALES MANAGEMENT." Admitted to be the biggest, most successful campaign ever staged in the drug field, it was a conspicuous triumph for Boston, as against its critics. It proved that Boston

will buy, in enormous quantities, when rightly sold.

As this is written, about seven weeks after the campaign commenced, the Zonite company is elated at the number of repeat orders coming in. Many dealers have reordered three and four times, while the larger stores are ordering in four and five gross lots weekly. The campaign has swung out to include Providence, Springfield, Worcester, Portland, and Manchester. When the salesmen reached these cities, they found that the Boston newspaper advertising had already smoothed their way. The Providence manager of Liggett's spoke of requests made long before the campaign reached that city, and told of women bringing in the clipped ads from Boston papers.

"Boston is a splendid market in which to do business. The distributors and dealers there are fine people to know. The man who hesitates about taking his product into Boston because it is said to be a hard market to sell, an expensive market to work, ought to pack up and dig right into things there, for himself. He'll find, as I have found, that it pays to make your Boston allotment a big one. The business is there."

Thus, G. R. Garretson, general sales manager of the J. B. Inderrieden Company, Chicago, summed up his impressions of Boston. The Inderrieden Company distributes canned goods over the entire country, and abroad. And through

The Chief Determining Factor of any
Successful Advertising and Merchandising
Campaign in New England is

The Boston Post

(For **FOURTEEN** Consecutive Years Boston's Leader
in Local and National Display Advertising)

The position of the Boston Post as New England's Supreme Salesman is proven by the results on a long series of selling achievements through advertising.

One Outstanding Example Is the Gainsborough Hair Net



This brand was unknown to the New England trade when The Boston Post secured the distributors. At the wind-up of an intensive two months sales campaign **two and a half carloads** of Gainsborough Hair Nets were actually sold to dealers before a line of advertising appeared. The Western Co. had only one man in the field and all selling was done by distributors' regular men. **In dollars and cents the sales amounted to around \$170,000.00.**

No other newspaper in New England carried a line of Gainsborough copy, and the advertising in The Boston Post **ALONE** was the keynote of the selling canvass that put the goods on the shelves of **THREE THOUSAND** dealers.

The Western Company, owners of the Gainsborough Hair Net, again selected the Boston Post **EXCLUSIVELY** for their campaign on the **Dr. West Tooth Brush**, which was also unusually successful.

Another One of Many Instances

showing how The Post stands in Boston is found in the "Zonite" campaign for New England, one of the recognized advertising and merchandising successes of the century. Six carloads of "Zonite" were sold in eight weeks—and the demand is steadily increasing. **The Post carried 40% more "Zonite" copy than the second Boston newspaper.**

*The Boston Post has a record of at least **FULL COPY** on every important campaign in Boston for many years—and in many instances has been used **EXCLUSIVELY**.*



You Can Cover New England With The Boston Post **ALONE**

How to Sell Boston Through Newspapers

METROPOLITAN BOSTON is a single, compact merchandising unit. It is set within a twelve-mile radius, and is composed of thirty-nine independent municipalities. Its population is divided into two distinct groups.

These are not primarily divisions of class or mass, of rich and poor, of native or foreign. People of every rank and station are included in each of Boston's two great groups of population.

The divisions are rather the result of heredity and tradition, culminating in the present widely separated preferences. These preferences are fostered still further by the interaction of natural racial, political and religious beliefs and prejudices. Throughout the nearly three centuries of Boston's existence these influences have been at work.

That Boston newspaper publishers have realized the lines of demarcation between the two groups is evident by the deliberate fashion in which the various newspapers have appealed to the group they chose to serve. Boston newspaper men have been forced to this procedure by continual proof that in appealing to the one group they have definitely and permanently alienated the other. In no other large city is newspaper partisanship so strong.

The Boston newspaper situation is as clear as crystal to one who examines it. Admittedly, one man cannot serve two masters, no political chieftain may honestly serve two parties, no cleric may adequately serve two denominations. Neither may any Boston newspaper reach both of Boston's opposed groups. To attempt it means disaster. Boston newspaper history shows that those newspapers which have attempted it have speedily become impotent to influence either group, failed to be a factor and, in most cases, ceased to exist.

The four major newspapers of Boston today are those which have not attempted a divided service.

Look these papers over. They tell the story completely. It is not necessary to see the student body of a college in order to know their character and trend of thought. Study the catalogue of that college and you know the kind of students it attracts.

Three colleges offering similar courses will attract the same sort of students,

while one offering a different curriculum will draw a totally different type of student.

The same is true of Boston newspapers. Their make-up, character and appeal identify their type of readers.

Three of the major papers, from a journalistic standpoint, have a similarity of appeal. Topographically they are alike; in the matter of news emphasis they are similar; on the point of editorial appeal, each would satisfy the type of readers attracted by the other two; politically, these three papers are of the same conviction.

The Herald-Traveler, on the other hand, differs in almost every respect from these three papers. Its news emphasis, typographical appearance, editorial appeal and political conviction identify its allegiance to the other group.

Circulation Analysis

Analyze their relative circulations, community by community. The lines of division of population are drawn not only in Metropolitan Boston as a whole but in each community composing it. In each suburb the two groups are found. The one group predominates in certain suburbs, while in the remaining suburbs this group is outnumbered.

The circulation strength of the newspapers follows the lines of group predominance.

In the accompanying table are listed the circulations of the four major Boston daily newspapers in each suburb. Study this tabulation. Four significant facts are apparent.

First, the Herald-Traveler shows great relative strength in certain communities.

Second, each of the other three newspapers shows great strength in the other communities.

Third, in communities where the Herald-Traveler is strong, all other papers show comparative weakness.

Fourth, the other papers show relative strength and relative weakness in the same communities.

Common strength and common weakness indicate common appeal. Opposed strength and weakness indicate difference in appeal. This is indisputable evidence of the existence of the two groups and of the impossibility of covering one group in the columns of a paper built to serve the other group.

Advertising Analysis

The existence of the two groups has been the basis of advertisers' selections of Boston newspapers. The necessity of selecting the dominant newspaper in each group has long been accepted. In an accompanying table are listed the two large daily newspapers carrying the largest volume in each classification of national advertising. Certainly this list evidences not only the advertisers' belief in the existence of the two groups, but also in the necessity of a two-group selection for coverage. The almost universal selection of the Herald-

Circulation Distribution of Four Major Newspapers in Cities and Towns of Metropolitan Boston

City	Population	Her. Trav.	Post	Globe	Amer.
Arlington	18,665	1,634	1,714	1,366	485
Belmont	10,749	1,542	1,508	853	186
Boston	748,060	117,085	102,621	136,676	96,395
Braintree	10,580	743	1,086	1,002	490
Brookline	37,748	7,689	4,546	3,197	1,344
Canton	5,945	272	373	551	187
Chelsea	43,184	1,686	2,345	3,346	2,792
Cohasset	2,639	253	297	320	83
Cambridge	108,694	9,506	14,842	15,056	9,417
Dedham	10,792	895	1,087	914	373
Dorchester	867	54	56	49	25
Everett	40,120	2,860	6,267	3,281	1,574
Hingham	5,604	487	483	519	152
Hull	1,771	114	168	227	148
Lexington	5,350	543	451	462	119
Lynn	99,148	4,070	9,726	3,472	8,246
Malden	49,103	4,053	6,351	3,095	1,970
Medford	39,038	2,984	3,984	2,558	645
Melrose	18,204	2,227	2,217	1,471	467
Milton	9,382	282	688	578	69
Nahant	1,318	*	*	49	115
Newton	46,054	10,086	4,188	4,201	1,778
Needham	7,012	799	590	542	194
Quincy	47,876	3,646	5,321	5,103	2,719
Revere	28,823	688	3,384	1,223	807
Saugus	10,874	270	915	503	191
Somerville	93,091	5,133	13,278	8,422	2,803
Stoneham	7,873	589	783	649	284
Swampscott	8,101	134	*	192	51
Wakefield	13,025	1,254	1,240	1,089	483
Waltham	30,915	2,480	2,798	2,418	1,778
Watertown	21,457	1,506	1,893	1,563	848
Wellesley	6,224	1,096	451	425	110
Weston	2,282	192	106	119	30
Westwood	1,358	61	68	40	25
Weymouth	15,057	863	1,734	2,090	972
Winchester	10,485	1,495	869	936	324
Winthrop	15,455	1,415	2,276	1,290	436
Woburn	16,574	1,087	1,724	1,335	856

Figures compiled from 1922 report of the Audit Bureau of Circulations.

*Included in Lynn circulation.

Traveler is evidence of its indispensability for covering Boston.

Realizing, therefore, that there exist in Boston two groups of newspapers and two groups of people, the necessity of reaching the two groups is apparent if an advertiser desires to secure coverage. Since coverage means the greatest number of different newspaper readers, Boston cannot be covered by the duplication of one group to the exclusion of the other. Any combination of papers which excludes the Herald-Traveler, excludes the Herald-Traveler market.

You cannot make a suit of clothes with two coats and no trousers; two gloves do not make a pair if both are rights; you cannot paint a house with two coats of paint on one-half of the house. You cannot cover a territory by duplicating your effort in one-half of the territory, with the absence of any effort in the other half. Likewise, you cannot complete advertising pressure by the exclusion of a paper without which you cannot reach one-half of a market.

In Conclusion

This page concerns itself solely with a description of the Boston market of a newspaper advertiser. Inasmuch as all reference to the respective merits of Boston papers has been avoided, we have purposely refrained from a detailed discussion of the Herald-Traveler market.

The Herald-Traveler market itself merits full and complete description. The Herald-Traveler is the mainstay of a multitude of successful campaigns. Advertisers select it for well defined reasons, based on the quantity, quality, and distribution of its circulation; the character, buying power and responsiveness of its readers, all of which will interest any advertiser coming into Boston.

The two Boston papers carrying the largest volume, in each classification, of National Advertising appearing in the four large Boston dailies during the year 1921

Classification	Two Leading Papers
Amusements	Herald-Traveler-Post
Automobiles	Herald-Traveler-Post
Books	Herald-Traveler-Post
Boots and Shoes	Herald-Traveler-Post
Building Materials	Herald-Traveler-Post
Drugs	Herald-Traveler-Post
Financial	Herald-Traveler-Post
Furniture and Household	Herald-Traveler-Post
Groceries	Herald-Traveler-Post
Hotels and Restaurants	Herald-Traveler-Post
Insurance	Herald-Traveler-Globe
Jewelry	Herald-Traveler-Post
Magazines	Herald-Traveler-Post
Manufacturers' Equipment	Herald-Traveler-Post
Men's Wear	Herald-Traveler-Post
Men's and Women's Wear	Herald-Traveler-Post
Miscellaneous	Herald-Traveler-American
Newspapers	Herald-Traveler-Post
Office Equipment	Herald-Traveler-Post
Railroads	Herald-Traveler-Globe
Schools and Colleges	Herald-Traveler-Post
Steamship and Travel	Herald-Traveler-Globe
Talking Machines	Post-Globe
Tobacco	Herald-Traveler-Post
Women's Wear	Herald-Traveler-Post

Schedules furnished by the Boston Newspaper Statistical Bureau



Above, Herald-Traveler Business News, 8000 circulation



At right, Herald-Traveler's Tremont Street window

Report of Merchandising Investigation

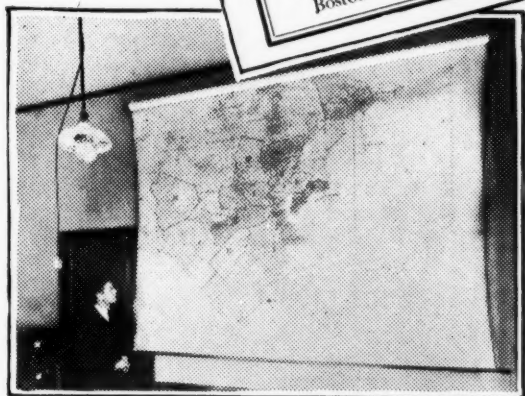
Union Wholesale Drug Co



Organized and Maintained for the Mutual Benefit of Advertisers and Retail Merchants

Cover of typical merchandising investigation

Showing method of routing retailers



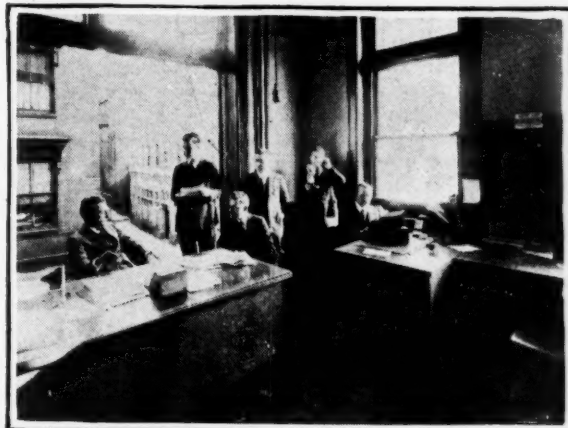
At left, huge street map of Metropolitan Boston

Here's What the Go-Getters Use in Boston

A GOOD workman is known by his tools. Similarly, good tools become famous because of their use by outstandingly successful people.

The Boston Herald-Traveler carries more national advertising than any other American daily newspaper. Successful campaigns in Boston are naturally based on the use of the Herald-Traveler.

On this page are shown a few high spots of our cooperative sales service. Sales managers who know Boston best, and sell Boston most, use this service continually.



Conference of some of the field men

A. H. Morse & Company, of Boston, they have recently conducted a campaign on their Peter Pan brand of peas and corn. These products have been on the market there for some time. But meeting stiff competition, and handicapped by the absence of any previous advertising support, they went after business hard in November, 1921.

As Mr. Garretson described the campaign, it was of the standard type, in which a crew of three men, working under direction of A. H. Morse & Co., called on all dealers. They were equipped with portfolios showing the newspaper campaign. No special prices, nor introductory offers of free goods, were made. The dealers were sold on the strength of the demand which the advertising would create. This demand materialized so quickly that the Boston allotment was oversold, and the advertising ran only four weeks. The crew put in three weeks lining up dealers. Since many already had stocks, the men put more time on new accounts, and the company now has in the neighborhood of 2500 accounts of the 4500 grocers in metropolitan Boston. This year, a similar campaign of advertising was repeated, in November, with like results.

Boston Dealers Once Sold—Stay Sold

Concluding his remarks about Boston, Mr. Garretson agreed that "the Boston dealers are apt to be reserved in their buying, and possibly seem unusually so to a man who is not acquainted with them. But they become fast friends, as well as customers. Anyone who has done business in New England will agree that when you have gained a customer there, he will stick."

Since May, 1922, the Kendall Products Corporation, of New York City, has been carrying on a merchandising campaign for Ken. Commencing in Pennsylvania, the campaign has progressed until by November 1st, 139 towns and cities in Pennsylvania, New York, Massachusetts, Maine, New Hampshire, Rhode Island and Maryland had been opened. 20,000 grocers, representing 90% of the jobber and 65% of the independent retailers have stocked Ken in the towns developed. Ken is one of several cleansing products made by the corporation from corn. It is a soap substitute, appearing in granular form.

Boston was the first of the Massachusetts cities to be opened up during October and November. The gen-

eral plan of campaign included all the accepted methods of publicity—newspapers, billboards, sampling and house to house canvassing, according to John Scott, sales manager. An intensive campaign in leading newspapers extended over a thirty day period, followed by a weekly schedule. This advertising, coupled with newspaper merchandising co-operation directed at the grocers through contact trade papers, proved unusually effective in the New England district in breaking new ground for the salesmen to cultivate. Window display material included a large cutout, giant cartons of Ken, hangers, smaller cutouts, window announcements.

Getting Windows in Boston

The most recently developed method of securing displays—in fact, of working with dealers generally—is unique. A Ken crew, consisting of two window trim specialists and two or three salesmen, travels in a truck which is a moving advertisement itself, carrying a considerable quantity of display material and some package stock. While the salesmen are at work with the dealers, the window display men have secured permission to put in the display, and by the time the selling conference—which includes a description of the advertising campaign and suggestions for effective merchandising of this new product—has been completed, the window is doing duty, the grocer has an initial stock of Ken, and the crew is ready to tackle the next prospect.

The Boston campaign was featured by

a \$1000 prize contest, the money to be distributed among 61 persons, in return for written answers to six questions printed in Ken advertisements. Contest blanks and sample packages were left with the dealers for distribution to their customers. While the prize contest was quite successful in arousing interest in New England, it is not the intention of the corporation to use it in opening all territories. The New York campaign, just commencing, does not call for the contest.

In the metropolitan Boston campaign, 36 jobbers and 65% of the retail grocers stocked Ken. It was not sold on consignment. The average order was for 100 packages, and many dealers are now ordering in 200 and 300 package lots. One large retailer ordered 30 cases of 100's.

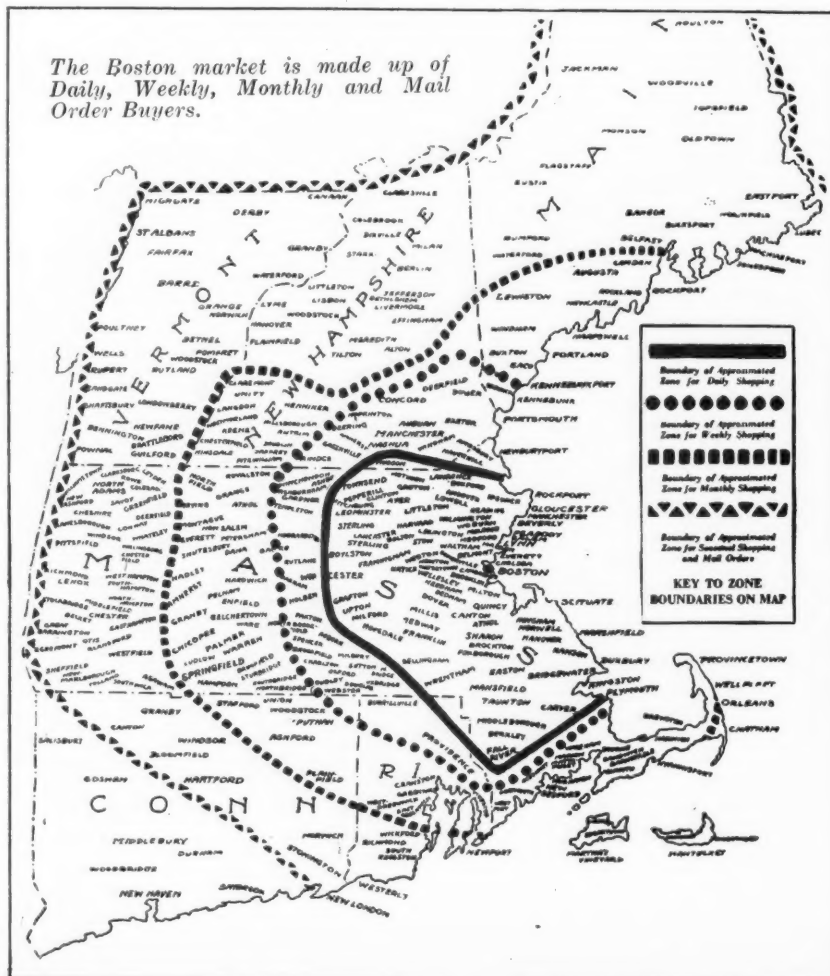
Repeat Orders Highly Satisfactory

So far as any peculiarity in comparison with other markets is concerned, Mr. Robertson, who was in charge of the Boston campaign, said: "I was advised New England was a skeptical market, but found both the wholesale and retail merchants in that territory very courteous and open to conviction. Our previous methods of merchandising, which had been successful in other territories, were equally effective in New England. Ken has a strong foothold there now, and the repeat orders coming in from the wholesalers is proof that a new product of this type can establish itself in the households of New England in a remarkably short time."

Municipal Boston has a population of 748,000. While not related to today's merchandising problems, it is interesting to consider that at the start of the revolution there were only 6500 persons in that city. For another historical fact any good Bostonian will tell you, with a straight face, that after the disastrous fire of 1872 which destroyed the business district completely, the city was built anew with wider and straighter streets!

Describe a circle 15 miles from Boston City Hall. This is Metropolitan Boston. It includes 40 towns and cities, both industrial and residential, with a population of 1,651,000.

The thirty-mile district around Boston is designated the Boston Trading District. It is logically a part of any Boston campaign, for from the 152 towns and cities here the local stores of Boston draw over 90% of their business. And the territory is so com-



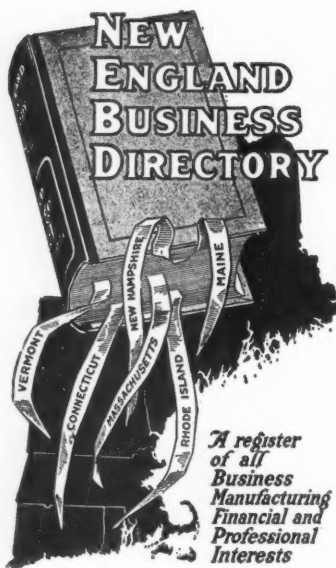
RESULTS IN ADVERTISING

A good salesman must dominate his interview with prospective buyers. By the same token, the value of newspaper advertising lies not so much in circulation claims, or pen and ink statistics, as it does in the respect and prestige the newspaper holds in its community. The *Boston Transcript* dominates the interview between buyer and seller and gives to all advertising in its columns a power of appeal that is recognized and valued by all national advertisers.

Boston Evening Transcript

National Advertising Representative

Charles H. Eddy Company
NEW YORK CHICAGO BOSTON



Get the Facts

regarding sales possibilities in

New England

If 36% of your customers moved away overnight, you'd do something about it. If new prospects equal to 54% of the old list appeared, wouldn't you go for them?

Since such changes occur gradually too many leave it to chance and their salesmen to get in touch with all-important new business.

These are **actual figures** from a count of twelve different headings in the new issue of The New England Business Directory compared to the same headings in the previous edition.

You can
Accurately survey
your potential
market in
New England thru
the classified
information which
this book contains
about 300,000 live
concerns

Price \$10
Postpaid

What Users Say

From a Building Contractor:

* * * The most valuable reference book in our office. * * * Has saved us much time and expense. * * * Used in our Purchasing Department to get in touch with responsible houses.

THE H. WALES LINES CO.
Meriden, Conn. By Geo. W. Samson

From a Consulting Engineer:

* * * As a reference book I consider your Directory well nigh indispensable to professional and business men who do business in the New England States.

ERNEST W. WIGGIN,
Consulting Engineer,
New Haven, Conn. (M. Am. Soc. C. E.)

From a Manufacturer:

* * * Have found your Directory valuable in connection with our sales campaign. Have made the list of Mfg. Cos. the basis of our mailing list, and find the information very useful and exactly suited to our purpose.

CROCKER-WHEELER COMPANY,
New Haven, Conn. A. C. Morse, Branch Mgr.

From a Public Library:

* * * One of our most useful reference books. * * * In practically continuous use.

FREE PUBLIC LIBRARY,
Worcester, Mass. Robert K. Shaw, Librarian

From a Box Manufacturer:

* * * The first order received on account of our ad paid for same and left a good profit. * * * Have traced numerous inquiries, and feel assured it pays to keep before the public by means of the Directory.

RUSSELL BOX COMPANY,
Chelsea, Mass. S. V. Russell, Treas.

SAMPSON & MURDOCK CO., Publishers

379 Broadway, BOSTON, MASS.

fact that the selling and distributing of food, drug, automobile and similar products in these 252 buying centers offers no unusual problem.

The population of this 30-mile trading district is over 2,500,000—and it is admittedly the richest, most compact in area and population, and the most prosperous section in New England. 1920 reports show that out of this 2,500,000 there were actually 2,370,458 saving deposits in banks, savings and loan associations and other depositories—with per capita savings of \$397.60. The per capita savings deposits in the United States for this same period were \$61.85. Here are approximately 546,000 families, owning 1-6 of the country's savings.

Present Day New England Thrift

"But," pipes the little man in the back seat, "what's the use of all that money to me, if they don't spend it?" This, if a true criticism, would put thrifty sections like this one in a neat hole. If their savings deposits are low, shunt the territory aside in the merchandising program for a more prosperous appearing one. While if the banks are—as is the case in Boston—among the first rank in savings and aggregate resources, it's a sure sign of poor spenders! Keep out of such territories!

Present day New England thrift is not the old fashioned form of Yankee frugality. The old Yankee stock has been greatly diluted. Boston is conspicuously Irish in its makeup. Other races particularly represented here are the Scotch, Poles, English, Russians, Italians. And New England buys largely like any other section. The test of this fact is the success of campaigns here—and of this there is plenty, rumors to the contrary notwithstanding.

The operations of the Western Company, Chicago, have been conducted on such a nation-wide scale that they are well known. With no previous distribution, their problem in every territory has been that of securing an entirely new organization of dealers for an inexpensive product on which there is close competition. When they brought the Gainsborough Hair Net to Boston in March, 1922, and secured nearly 3,000 drug and dry goods accounts before the newspaper advertising appeared, the absorbing power of this market was convincingly demonstrated.

One Jobber in Each Line

The company placed the distribution in the hands of one jobber for each line, as in other territories. The Eastern Drug Company handled the drug trade, and Brown-Durrey the dry goods field. Before any field work commenced, according to Mr. C. H. Perry, sales manager of the Eastern Drug Company, the complete co-operation of these jobbing houses was won over.

"We had never thought much of the market for hair nets in the drug field," Mr. Perry explained. "But the Western people went out of their way to sell us as thoroughly as they expected us to sell our dealers. They had me come back to Chicago, see their organization, find out first hand their merchandising principles.

A New Boston Tea Party

*Instead of throwing Tea overboard
It sells a ton or more in a few days*

NEW ENGLAND'S ancient history deals somewhat with the destructive. Its modern history revels in the constructive. New Englanders of olden days were over-conservative. Today they are super-progressive. Men and women of Greater Boston are alert to get full share of whatever is one-hundred-per-cent. right.

That applies to New England's most widely read evening newspaper, The American. Our advertiser gets more than newspaper space, and circulation unrivaled. He wins full co-operation of our Merchandising Service Department.

*His Products Are Not Only Advertised—
They Are SHOWN.*

An example of this was the "tea party" referred to. Having a contract with The American for 10,000 lines in one year, Joseph Tetley & Co. were entitled to window displays of one week in 100 Greater Boston grocery stores. Also in this paper's front office window. The American's Merchandising Department looked after all the trouble and all expense except actual cost of the merchandise displayed.

What was the result? Of the 100 grocers whose windows were used, 67 had been selling Tetley's Tea, but 23 others ordered liberally to meet demands. Immediate orders exceeded 1,000 pounds, with since then duplicates galore.

This is one of many methods of co-operation extended by The American's Merchandising Department, backed by the largest and best evening newspaper circulation in up-to-the-minute New England.

BOSTON AMERICAN

80 SUMMER ST., BOSTON 8, MASS.

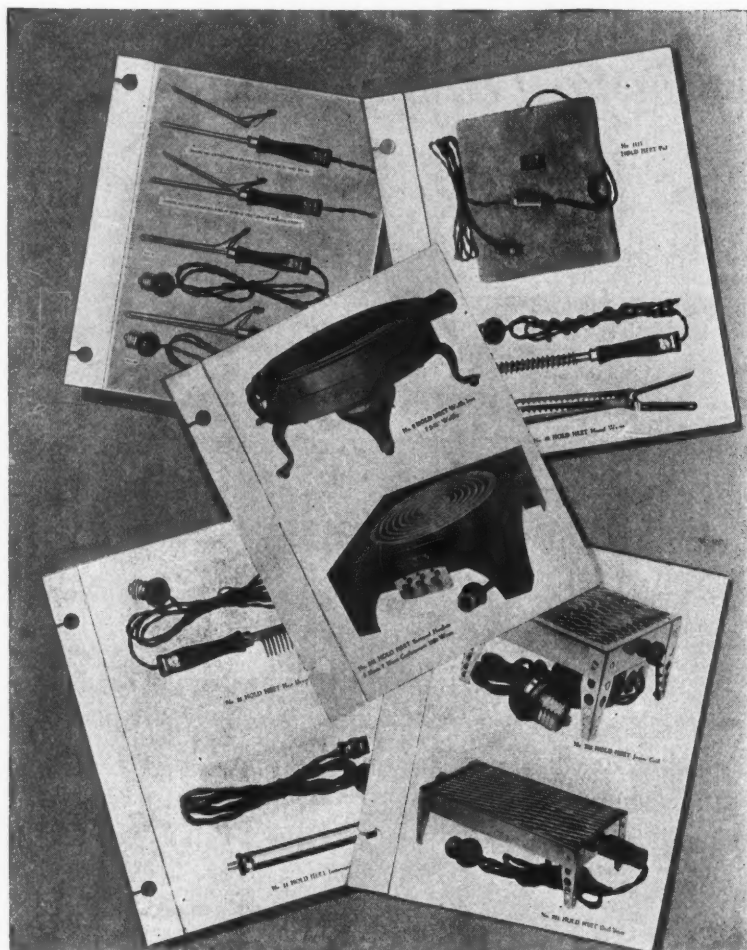
MR. C. I. PUTNAM, 2 COLUMBUS CIRCLE, NEW YORK CITY

MR. J. F. FITZPATRICK, 504 HEARST BUILDING, CHICAGO

MR. ARTHUR BOOTH, 58 SUTTER STREET, SAN FRANCISCO



Supply Your Salesmen With Selling Pictures



Actual Photographs Mounted on Linen;
8x10 Size Only 15 cents Each in 100 Lots

THE most progressive national sales organizations use actual photographs in their selling work; photographs that are a part of their salesmen's portfolios and catalogues, showing the product, its manufacture, display devices, dealer window displays, and the like.

Century makes such photographs in quantities for many "Sales Management" readers—photos all the way from post-card size up to the 20x24, each mounted on linens, and guaranteed satisfactory.

The coupon below is an invitation to demonstrate—without obligation, of course, just what we could do for you.

CENTURY PHOTOGRAPHS

424 West 127th St., New York City

CENTURY PHOTOGRAPHS

424 West 127th St., New York City

Send us samples and prices. We are interested in the _____ size, in quantities of _____.

Name _____ Position _____

Company _____

Street _____ City and State _____

And I came away enthusiastic as they make 'em over the whole proposition."

Mr. Perry's enthusiasm, coupled with the results of the campaign under his direction, emphasize the fact that where a campaign is to be conducted through jobbers, it is money well spent to see that each jobber is not merely stocked—but completely sold. The market has been blamed for many failures that were the result of such weak spots.

Brief Campaign Wins 4000 Dealers

The selling campaign in March was a vigorous one, extending over all of New England, with dealers lined up in practically every city and town. Two and one-half of car loads of hair nets were rushed from Chicago to put the initial stock on these dealer's shelves. And one of the first newspaper advertisements carried 3½ pages of dealers names. Window displays and display cases were in evidence in practically every town in New England shortly after advertising commenced. One salesman, Mr. W. R. Johnson, represented the Western Company as contact man with both jobbing organizations.

"A newspaper campaign again this fall," continued Mr. Johnson, "had to be cut short because the resulting demand cleaned out our stocks. There's no question about New England and Boston dealers giving you cooperation. We had to sell them at first on the reputation of the company and our goods, as you'd have to do with any product. It has been a big help to have salesmen who know the country and represent a house with an established reputation. We have 4,000 New England accounts now, in both fields, and are following up these outlets with another campaign for the Dr. West Tooth Brush.

"Boston? We recently increased our sales 550% there and in the entire New England territory, by a short selling campaign of three weeks. And I'd suggest that any sales manager who has his doubts about that part of the country get on the ground and find out the facts, like I did. Don't judge Boston by hearsay, or by prejudice."

This observation on the part of Mr. Sydney S. Goldberg, sales manager of Scotts Preparations, New York City, is one that applies to Boston precisely. It no doubt could be said with equal candor of San Francisco, Dallas, or any live market. Campaigns have failed in Boston, as they have in every other market. But don't blame the market for a failure which may have many other contributing causes.

What Mineralava Did in One Week

The campaign which Mr. Goldberg referred to was designed to increase the sale of Mineralava, a new toilet preparation. It had been sold in Boston for several months, but intensive distribution was desired. So a team of five men started working with the dealers, preceded by a teaser campaign of small reverse plate advertising copy. A survey had been made of the market by one of the newspapers before work started, and the salesmen were routed with all possible short cuts. One week was spent in Boston, two in New England. The initial

Your Turnover From Four Viewpoints

IV. Your Own

Interest compounded monthly instead of semi-annually. Wouldn't you prefer such an arrangement?

Considering profit as interest, that arrangement can be made easily—by shipping through the warehouses associated with Distribution Service, Inc.

A monthly shipment to each of these warehouses, followed by mail or wire instructions as to disposal as fast as sales are made, and your distribution is taken care of.

Regularity of shipment, both as to time and quantity, equalizes employment, helps to stabilize prices of raw material, makes the growth of your whole business symmetrical.

And the monthly accounting rendered by every warehouse shows profits twelve times a year, instead of three or four, as must be when large, infrequent and irregular systems clog unregulated channels of distribution.

Ask that a thoroughly informed man confer with you, your sales and traffic managers. It will be time excellently spent. Dictate the note before turning the page.

Distribution Service, Inc.

One Two Three W. Madison St.
Chicago, Ill.



Warehousing Is An Essential Part of Distribution

The following concerns have warehouses which are modern, fully equipped, capably managed. Each is at the strategic center of a rich, distinct distributive area. Used collectively they are the backbone of your national distribution system. In groups or singly, they form the best possible backing for a sales and advertising campaign.

BIRMINGHAM

Harris Transfer & Warehouse Co.

CHICAGO

Currier-Lee Warehouse Co.

CLEVELAND

Ninth Street Terminal Warehouse Co.

DENVER

The Weicker Transfer & Storage Co.

EL PASO

International Warehouse Co.

FORT WORTH

Binyon-O'Keefe Fireproof Storage Co.

HOUSTON

Binyon-O'Keefe Fireproof Storage Co.

KANSAS CITY

Central Storage Co.

LOS ANGELES

Union Terminal Warehouse Co.

LOUISVILLE

Louisville Public Warehouse Co.

NEW YORK

Bush Terminal Co.

OMAHA

Gordon Fireproof Warehouse & Van Co.

PHILADELPHIA

Terminal Warehouse & Transfer Co.

PORTLAND

Oregon Transfer Co.

SAN FRANCISCO

San Francisco Warehouse Co.

ST. LOUIS

S. N. Long Warehouse

ST. PAUL—MINNEAPOLIS

Central Warehouse Co.

OMAHA will cut your cost of distribution

1. Over 2,000,000 sq. ft. warehouse space.
2. Fourth railroad center in the United States.
3. 10 Trunk lines, 22 branch with 600 Freight and 100 Passenger trains daily.

Omaha is situated in the midst of a vast, a fertile, and a prosperous market—with transportation lines connecting her to every buyer in the Mid-West.

Omaha is the logical distributing center for the entire Mid-Western market.

Omaha controls, Omaha dominates this area.



Write any of these
Omaha Warehouses:

Bekins Omaha Van
& Storage
W. M. Bushman
Ford Transfer &
Storage Co.
Gordon Fireproof
Warehouse & Van
Mercantile Storage
& Warehouse Co.
Nebraska Storage
Warehouses
Omaha Warehouse
Co.
Pacific Storage &
Warehouse Co.
Terminal
Warehouse Co.

teaser campaign was followed by larger space advertisements after contact had been made with the dealers. Supplementing this came window trims, and large photo-displays showing pictures and testimonials of well known actresses, several of whom were playing in Boston at that time.

"We secured our biggest increase in sales, in less time, and at no more cost than in any other market—which explains why I am so enthusiastic about Boston," concluded Mr. Goldberg. "I'll admit that I was a total stranger in Boston, altogether at sea as to the sort of results we should expect to get there. But that three weeks on the ground converted me."

The Listerine Coupon Plan

Listerine Tooth Paste, the most recent product of the Lambert Pharmacal Company, St. Louis, was another newcomer in Boston this year. It had traveled far on the reputation of its well known predecessor, and was stocked by some druggists before the campaign commenced. Mr. N. W. Wilson, of the Dental Promotion Department of the Lambert Company, had charge of the direct selling work that went hand in hand with a newspaper campaign. Working with one assistant for a month, Mr. Wilson put Listerine Tooth Paste in representative stores in all the buying centers of the metropolitan territory.

A feature of this campaign was the method of sampling. Instead of handing out samples promiscuously, or distributing them from house to house, the samples were offered in return for coupons printed with each newspaper advertisement. This gave an opportunity to display frequently the names of dealers carrying the product, as the coupons were to be filled in and handed to any of the listed druggists, for a free 10c package.

Mr. Wilson, whom I saw just at the close of the campaign, has had opportunity to observe the reaction of a number of markets to Lambert campaigns. And he was outspoken in his opinion that the Boston market offers no difficulties that set it apart from other cities.

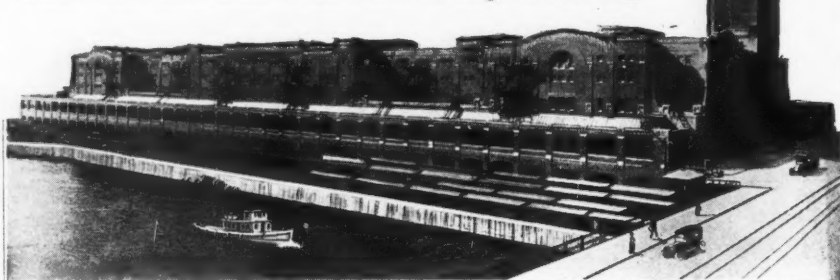
One Sales Manager's Testimony

"Boston dealers, in common with New England dealers, are probably more conservative than those in some territories. But they are good merchandisers, and just as quick to see possibilities in a product as any. Boston is positively no more difficult, no more expensive, to operate than St. Louis, Omaha, or any other city."

Boston is known the country over as a center for the shoe industry, the biggest wool market, and the largest market for fresh fish. It is one of the leading textile centers, and the industrial situation in New England, as everyone knows, establishes one of the business standards of the country. When the great mills shut down, as they do occasionally, the remainder of the country as well as New England realizes the importance of these industries.

Don't waste your time wishing. Action is necessary for accomplishment.

Forward-Looking Sales Managers Make This Mammoth Plant Their Chicago Warehouse



Here they store stocks for immediate deliveries to their Chicago customers or for reshipments to their Mid-Western clientele.

Their Chicago Sales Representatives spend their time in selling, not in distribution detail. The Largest Public Warehousing Unit West of the Atlantic Seaboard is their warehouse and shipping rooms, and does the distributing job at far less cost and with much more efficiency than they could do it themselves.

Meet the keen competition in this market with assurance. You, too, can save Time, Money and Worry, as well as enjoy more sales and a bigger margin of profit by using Chicago's Big Downtown Warehouse in simplifying your distribution problems in the Middle West.

Let us know your particular need. Write us now; we know how. Considerate—Efficient—Economical—Reliable.

Western Warehousing Company

Polk Street Terminal : Pennsylvania System : Chicago
Harrison 6350 Wilson V. Little, Supt.

The Buyer Who "Never Heard of Your House"

No matter how long your house has been in business, or how well known it ought to be, salesmen are continually encountering resistance from the man who wants to know that he is dealing with a reputable concern, and an established business. Here is a plan that has proved very effective in removing quickly all possible doubt as to the stability of the concern or the reputation of its line.

NOT so long ago a Chicago manufacturer invested \$3.00 each in sixty elaborate advertising portfolios. "Now we have something," quoth the sales manager, "that will put over this year's advertising with our salesmen — and will give them some real ammunition to use on the prospective dealer. It's a knockout." Two months later that sales manager called at the office of his district manager in Indianapolis. During the conference which ensued, consisting of some sixty salesmen, the sales manager asked for a copy of the advertising portfolio. Not a salesman had one in his brief case! It took the district manager ten minutes to find his!

It's an old story; they were too big, too elaborate, they became soiled after a few handlings, and as the salesmen at this conference confessed, it was too much of a job to lug them around with the other equipment that they had to carry.

A handy, and at the same time a striking method for binding current newspaper advertising proofs for the salesman's use, which overcomes the above objections to advertising portfolios as regular equipment, is shown in the accompanying illustration. This advertising binder is carried by the salesmen of the Northwestern Furniture Co., Milwaukee, Wis. The proofs of the forthcoming local newspaper advertisements are mounted on a gummed linen strip, which is punched at the top. They are inserted in a black leatherette binder, which folds and fastens at the top.

"This binder contains our series of newspaper advertisements," explained C. A. Netzhammer, sales manager of this company, "and we feel that a salesman is earning part of his compensation when he thoroughly sells the house, and the house's advertising to the prospective client. This advertising copy appears in the Milwaukee newspapers each Monday, and of course when the advertising is

sold to the prospect, the salesman benefits by the weekly repetition of it. Our salesmen like to carry these binders, because they have found that this method of interesting the prospect has great value in overcoming the price objection, and in selling quality, which is the aim of our advertising copy."



The flap of this portfolio tucks under the binding margin at the top—making it easily and quickly opened without causing a break in the salesman's canvass.

This type of copy has been running in the Milwaukee papers for the last two years, each advertisement describing one installation in some well known local office. The copy lays particular stress on the character of Northwestern office equipment, from the standpoint of reflecting the atmosphere of dignity and fine craftsmanship. "How thoroughly well Northwestern Furniture has fulfilled those requirements is obvious to all who have seen the office pictured above," it reads, which may be that of the Holmes Motor Co., the Waukegan Tea Co., or the Old Line Insurance Co., or any of the offices which may be featured each week. The copy appeal has merit, as it is a particularly effective method of localizing the "testimonial" and at the

same time creating good will with old customers.

"This appeal," said Mr. Netzhammer, "has had the effect in Milwaukee of preparing a man's mind for an up-to-date office much on a par with his home, and in advance of the salesman's solicitation. When our salesman calls, he approaches the prospect more as an engineer of office planning than a salesman. He prepares a floor plan of the office much as an architect plans a building. This eliminates to a considerable extent, price competition.

"Our salesmen always endeavor to ascertain just what the desk is to be used for. Then when he presents our plan, he has properly partitioned the drawers for stamps, pencils, rubber bands, and other drawers for various materials that it may be desired to file or store. This added expense is charged to service."

Life's Richest Prizes go to the men who can SELL!

Let William Maxwell teach you Scientific Salesmanship

LIFE is like a game of football. You're given the ball to carry down the field. Ahead lies the goal line—a touchdown—the cheers of the crowds—success. Obstructing your path is opposition.

How far will you carry the ball? How will you meet opposition? How much skill will you show? How much strategy will you display? What knowledge of the game have you got?

The right kind of coaching makes a successful player—in selling as in sport!

William Maxwell, "America's best known Sales Manager" has personally coached more salesmen than any other man in the country.

His own brilliant career in selling more than \$200,000,000 worth of merchandise makes him an authority on selling problems.

He has concentrated his 25 years of successful selling into a course of study on Scientific Salesmanship.

WILLIAM MAXWELL'S Orientation System of Scientific Salesmanship

Whether you are earning \$1,500 a year or \$15,000—whether you are now a salesman or want to be one—you can become a bigger man—a more effective personality—a greater result producer—if you know the tested principles that Mr. Maxwell has developed—and successfully applied—in his twenty-five years of brilliant salesmanship.

In William Maxwell's course of study you get no impractical theory—no inspirational blurb—no so-called ginger talk—nothing but facts—helpful examples—and the concentrated nuggets of knowledge gleaned in the selling of nearly a quarter of a billion dollars worth of merchandise!

Ninety-nine out of every one hundred salesmen just blindly buck the line—hoping to win. When they do win they don't know why—and often can't repeat. When they lose—they don't really know the cause—and so can't correct themselves!

In six months of fascinating lessons—entirely unlike anything ever before offered—you learn how to analyze every move in selling—how to acquire self-confidence—how to handle the approach—the control of the interview—how to close—and solutions for the thousand and one problems the salesman and sales manager meet every day.

This vast reservoir of experience, this gold mine of selling information—is at your command—yours to apply to your own success. Grasp the opportunity—now.

If you have an alert and logical mind, if you have within you the seeds of success—there is no limit to what you may accomplish with William Maxwell's Orientation Course in Scientific Salesmanship.

But first get the facts! Send today for "Sales Strategy" and "The Maxwell Method." These books are not mere catalogs. They contain helpful and valuable ideas. Both are free. Also a Self-Analysis Chart that will enable you to know yourself. Fill out and mail the coupon—today—now!

**William Maxwell Institute,
411 Second Nat. Bank Bldg.,
Orange, N. J., U. S. A.**

Please send me without charge or obligation your Self-Analysis Chart and your two FREE booklets.

(Name)

(Street and No.)

(City and State)

"Quota"

NUMBER OF BUSINESS ENTERPRISES IN THE UNITED STATES AND CANADA

From Polk's Quota Service

1. Manufacturers	278,578
2. Wholesalers	125,089
3. Retailers	1,418,083
4. General	440,844
5. Banks	34,692
6. Financial	110,030
7. Public Service	42,690
8. Government	30,815
Total Enterprises	2,480,821

As Compiled for the
NATIONAL ASSOCIATION OF OFFICE
APPLIANCE MANUFACTURERS

Separate totals for 97 lines of trade
are available by States, Counties
and Cities

— is the name of a House Magazine which has grown out of the \$50,000 Business Enterprise Count recently made by us for the NATIONAL ASSOCIATION OF OFFICE APPLIANCE MANUFACTURERS. To set their Sales quotas manufacturers like Burroughs, Elliott-Fisher, Multigraph, Computing Scale, Safe Cabinet, Auto-graphic Register, L. C. Smith Typewriter, Baker-Vawter, etc., require accurate and complete knowledge of the number of "Prospective Buyers" or "Possible Purchasers" there are in each City and County of

the United States and Canada. The Business Enterprise Count tells them. The Business Enterprise Count is in reality an elaborate index of the innumerable lists that we can compile. It permits us to tell you accurately the number and kinds of manufacturers, wholesalers, retailers and hundreds of other classifications, and where located which can be supplied in

POLK'S RED SEAL MAILING LISTS

If you have national sales problems or need high grade mailing lists you will perhaps find "Quota" of interest, and we will be glad to send it to you on request.

Our Territory Analysts and Sales Quota engineers are also prepared to help a few concerns build quotas along lines which have proved so successful in the Office Appliance field.

Shall we send you "Quota?"

ADDRESS ROOM 202 DIRECTORY BUILDING

R. L. POLK & COMPANY

DIRECTORY PUBLISHERS, COMPILERS OF MAILING LISTS, ADDRESSING AND
MAILING SERVICE, MARKET INVESTIGATIONS, TERRITORIAL SALES ANALYSES

HOME OFFICE

DIRECTORY BUILDING

DETROIT, MICH.

Personal Items



WALLACE W. BRIGGS, formerly sales manager of the Westinghouse Lamp Company, New York City, has resigned and is now vice-president of the United States Gasoline Manufacturing Corporation, New York City.

S. C. JONES, former advertising manager of James S. Kirk & Company, Chicago, manufacturers of American Family Soap and Jap Rose Soap, has been placed in charge of the sales and advertising department of the company, due to a re-organization in which these departments were combined. Mr. Jones is also assistant secretary of the company.

STANLEY Q. GRADY announces his resignation as general sales and advertising manager of the Sun-Maid Raisin Growers, Fresno, Calif., and of his appointment as director of sales and advertising for the New York State Dairy-men's League, Utica, N. Y., a newly formed cooperative association.

L. G. PEED has been appointed sales manager of the Willys-Overland Company, to succeed A. C. BARBER who resigned recently to become president and general manager of the Overland Motor Company, Chicago.

MRS. CLARA POWERS WILSON, for eight years connected with the advertising department of Marshall Field & Company, retail, and for the past several years editor of "Fashions of the Hour" has resigned to become managing editor of "Harper's Bazaar," New York City.

J. P. WOOLSEY, formerly with Printing Products Corporation, Chicago printers, is now assistant to the president of the Cornell Wood Products Company, Chicago.

J. A. CAMM, formerly sales manager of the Kearney & Trecker Corporation, is now president of the Western Iron Stores Company a mill supply, machine tool and wood working concern in Milwaukee.

J. G. WILLIAMS, sales manager for Salisbury & Satterlee Company, Minneapolis, manufacturers of metal beds and equipment, announces his resignation January 1st, 1923, to enter into business for himself as a manufacturers' agent.

The Hartmann Trunk Company, Racine, Wisconsin, has appointed SIEG SAND as sales manager, to succeed L. S. McDONOUGH, resigned.

E. LEROY PELLETIER has joined the Rickenbacker Motor Car Company, Detroit, as advertising manager in charge of sales promotion. Mr. Pelletier, however, will continue as president of the advertising agency which bears his name.

G. A. JOHNSON, who has been sales manager of the A. C. Staley Manufacturing Company, Decatur, Illinois, wholesale grocers, has returned to The National Grocer Company as manager, the position he formerly held with them.

E. LAWRENCE SAMPTER has been appointed sales manager of the A. F. Meisselbach Manufacturing Company, makers of "Okeh" fishing reels, New York City. Mr. Sampter was formerly purchasing agent for the General Phonograph Corporation.

The M. S. Wright Company, Worcester, Mass., makers of vacuum cleaners, has organized a subsidiary company, the Sweeper Vac Appliance Company. HENRY R. KING, general sales manager of the parent company, is president of the new concern.

MYRON E. FORBES has been made president of the Pierce-Arrow Motor Car Company, Buffalo, succeeding COLONEL CHARLES CLIFTON. Mr. Forbes has been treasurer of the company since 1919, and for the past year was vice president and chief executive of the board of directors. Colonel Clifton, however, remains as chairman of the board.

GRANT HUBLEY has been elected vice president and general manager of the Oil Well Supply Company, Pittsburgh, to succeed the late Louis G. Sands. D. J. BROWN was also elected a vice president in charge of sales.

The Bessemer-American Motors Corporation, Philadelphia, announces the appointment of RALPH D. MOCK as general manager. Mr. Mock is known to the automotive industry through his services as vice president of the Hydraulic Pressed Steel Company of Cleveland.

The Timken-Detroit Axle Company has appointed FRED GLOVER as president, to succeed A. R. DEMORY, who resigned recently.

FORREST J. ALVIN will retire as general manager of the United States Motor Truck Company, Cincinnati, January 1st, 1923, because of ill health resulting from an automobile accident.

Good Equipment
is half the sale!

WILL your salesmen be
equipped during 1923
with carrying cases that are:

Compact
Light in weight
Extremely durable
Reasonably priced
Attractive—forming an
inviting background for
your product, or service?

For example, this—

CENTURY Portfolio



Style No. 366—16"x11"x5½"

Made of selected 5-ounce smooth Cowhide. Black or Brown. Extension lock. Round handle. Fitted inside with one flat pocket in front, entire length of Case; in back with 2 half-length pockets; rest of Case is one large compartment. Inside of bottom covered with leatherette board outside protected by studs.

It is one of the best selling CENTURY portfolios in a widely assorted line, at prices that are agreeably low. We will gladly send one on approval for \$12.00. Prices in lots of a dozen or more on request.

Or Let Us Send You Our Catalog and Figure on Your 1923 Equipment. We Specialize in Supplying Selling Organizations with either Stock or Specially Designed Carrying Materials.

CENTURY LEATHER CRAFTS CO.,
350 Broadway, New York City

Enclosed find \$12. Send me on approval Portfolio No. 366.

Also, send suggestions, without obligation of course, on other Century portfolios and carrying equipment. We have _____ men on our force.

Name _____
Title _____
Street _____
City _____ State _____



EDITORIAL

1923 To Be a Sales Manager's Year

No January issue of a business magazine would be complete without a first-of-the-year outburst of optimism. We would like very much to write such an editorial. But we do not honestly believe that 1923 is going to be any run-away year. We don't take any stock in the boom talk. Those who are bubbling over with optimism about next year's business base their opinion on two things—easy money and large production capacity. These are optimistic phases of the outlook to be sure, but as we have stated editorially for several months now, business can only improve as buying power improves. The brake that must soon check business will be limited buying power among the agricultural workers. This buying power has increased to be sure. It will probably increase still more next year. But it is far from what it must be to precipitate any boom. On the other hand, business has almost caught up with increased buying power, and with capital plentiful and daring it is to be expected that strenuous efforts will be made to keep factories running at capacity. The very fact that such an effort will be made presages a year of keen competition. So we say, 1923 is going to be a sales manager's year. He will be given a firmer grip on the helm. His counsel will be sought and valued. Never before, and possibly seldom again, will he have the opportunity that he will have in 1923 to make a name for himself.

What a Sales Manager Did for Sun-Maid Raisins

Theoretically much can be said in favor of the cooperative marketing of farm products. As a practical proposition few farmer's marketing organizations get very far, mainly because they do not appreciate that selling calls for an entirely different ability and training than farming. Instead of going out and hiring a big-guaged, highly-trained sales manager, the average farmer's organization turns the marketing management over to one of its members who handles it "on the side" or employs a salesman of mediocre ability. It is therefore encouraging to learn that The New York State Dairyman's League, an association of 73,000 dairymen, has just arranged with S. Q. Grady to take charge of the marketing of the ninety million dollars worth of dairy products produced annually by members of that association.

Mr. Grady is the man who made the Sun-Maid raisin famous. He went with the raisin growers about two years ago as sales and advertising manager. He discarded the broker's organization through which the growers were distributing, and built up

a modern sales organization selling direct to the wholesale trade. He established twenty-five sales headquarters, each in charge of a territorial sales manager, and built up a "go-getting" sales force that is second to none in the grocery specialty field. It was Mr. Grady who originated and "put over" the 5c package of raisins. The slogan "Had Your Iron Today?" was coined by him, and just recently he completed distribution of *canned* raisins under the Sun-Maid brand.

The Sun-Maid advertising appropriation for this year approximated \$2,500,000, the largest appropriation devoted to any single food product in the world. There is hardly a civilized country in the world that is not eating Sun-Maid raisins.

Mr. Grady's accomplishment with Sun-Maid supports the contention we have repeatedly made in these pages—that one of the biggest opportunities in sales work today lies in the field of cooperative marketing. It is a field of tremendous possibilities. It is a field that calls for men of big vision and who have the ability to make their visions materialize. Not many farmer's organizations as yet appreciate the importance of employing trained sales managers but a few more demonstrations like that of Sun-Maid raisins and they will realize that it is not what you pay a man but what he can do, that counts. A ten thousand dollar sales manager may be cheap at twice the price—while a three thousand dollar man may be dear at half the price.

The Future Status of the Advertising Manager

One of our contributors—a man connected with a General Electric enterprise—recently submitted a manuscript which attempted to show that after five years there would be no advertising managers, as we know them today. He contended that the work of the advertising department would be absorbed by the sales department as a "merchandising" division. At the time we rejected the article as visionary. It was purely opinion unsupported by facts. Yet it must be admitted that many of the changes which are being made in organization this year tend in that direction.

The directors of James S. Kirk & Company, makers of American Family Soap and other widely advertised products, for example, has just appointed S. C. Jones, for many years their advertising manager, assistant secretary and combined the advertising department with the sales department under Mr. Jones' management. "We have been making a careful study of the changes taking place in sales

COMMENT



work," said one of the Kirk directors in reply to our question, "and believe that the sales organization of this business must be enthused and properly imbued with the value of advertising. Selling and advertising are one and the same thing. It is illogical to have separate departments. The old conception of the advertising department as a department for handling the contracts for publicity, has been completely changed. It has come to be a department that ties up with the sales policy of the business, and in many cases actually dictates the general selling policy, due to the fact that merchandise, particularly a staple line such as we manufacture, is sold almost entirely through the merchandising of the advertising."

Mr. Jones promotion is not only significant as a tendency toward the consolidation of all marketing agencies under one head, but it is striking evidence of succeeding where you are with what you have. Advertising managers are notorious for jumping from one position to another. Mr. Jones is one of the exceptions. Years ago he saw the handwriting on the wall. He interested himself in developing salesmen, sales contests, and all matters of sales management. As a result he now holds a position where such knowledge will be of invaluable assistance to him.

—o—

How to Get Salesmen to Work on Saturday

If all the time lost by salesmen who fondly believe that you can't do business on Saturday could be totaled it would amount to several million hours for 1922! It would be a loss many times greater than the loss from bad debts; almost as much as is spent annually for traveling expenses. Altogether too great a loss, in these days when excessive selling costs are such an acute problem. It is an unnecessary loss, because salesmen can be made to sell goods on Saturday just as well as on Monday or Friday. This has been demonstrated by the United Drug Company, where "Simpson's Saturday Sellers" are turning in thousands of dollars worth of business every Saturday. It has been demonstrated by numerous concerns in the office appliance field where salesmen are coached to make Saturday appointments wherever possible. It has been demonstrated in the textile field by the H. D. Lee Mercantile Company.

When you get right down to cases the reason that salesmen think they can't sell goods on Saturday is because they usually have a sales manager who thinks as they do. No one has seriously tried to "sell" the salesman on the idea that goods can be sold on Saturday. Or if they have tried they have gone about it the wrong way. Too often when we

want a salesman to do something, we wait until he doesn't do it and then proceed to read the riot act to him. He is human and stubborn. He doesn't respond to negative urging any more than anyone else responds to negative treatment.

One sales manager whose efforts to put Saturday on the right side of the ledger "sells" his men the idea by telling them that if they must take a day off, to take Monday off, but by all means work on Saturday. He tells the men that every time a report comes in showing a big Saturday's business it is the talk of the office, and that there is nothing they can do to make their work stand out than to send in Saturday orders. That sounds plausible to the men. But he goes further. When a man does do a nice Saturday business, he makes it a rule to write him a letter of congratulation, and if the order warrants it, the vice-president writes as well. There is no surer way to get a man to do what you want him to do than to let him know you notice work well done. There is no surer way to stifle his desire to do the things you want done than by appearing indifferent and unappreciative, even though you are not.

—o—

When Is a Business Really Different?

A certain sales executive recently allowed his subscription to SALES MANAGEMENT to lapse. He said that he had not time to read, and furthermore: "that the articles were fine for the man who sold through dealers," but his business was different—he went direct to farmers soliciting wheat to sell on commission. A few days ago he ordered his subscription reinstated, but did not say why. Now it develops that a week or so after he had canceled his subscription his assistant, who has time to read, discovered an idea for a sales letter in one of the old issues stacked up on the sales manager's desk. He changed it a little and sent it to their list. In spite of the fact that the letter was originally used in a line far removed from the commission business, it broke all records. Up to the date of our report it had resulted in opening up three new accounts, and had directly influenced ten farmers already on the books to ship in grain. Is it any wonder that sales manager changed his mind about his business being different? Which reminds us of another sales manager who spent several days working out a prize contest plan for dealer's clerks, when he had in an unopened envelope at his elbow a report giving the experience of another manufacturer with almost the identical plan. If he had not been too busy to read, he could have saved himself two days work.

\$350,000.00

In November a Rhode Island manufacturer came to us asking what we had to suggest to stimulate his sales for 1923. As is usual, we outlined our ideas on paper and submitted them. They were approved. So original was the sales thought back of the plan that an increase of \$350,000.00 in new business for 1923 is confidently expected.

In the same month we submitted a sales plan to another manufacturer who, thru 1922, had been using expensive but non-productive direct mail efforts to stimulate his sales. Again we came thru with an original sales idea (a contest plan) which will require only half the advertising expenditure of 1922 and yet advance facts prove it will be unusually successful.

Direct advertising to us means more sales at less cost. We have nothing to sell but our ability to get you business. Our method of helping you is practical. We first outline, on paper, what we can do for you, how we would do it, when we would do it, the cost, and what you can reasonably expect in returns. *You have it all before you, so you know what you are buying.*

If you are proud of your product and believe you should be getting more business—at less sales cost—it will pay you to get in touch with us. We have sold something like \$400,000.00 worth of our own services entirely by mail so ought to know something about building sales thru economical direct advertising.

EDWARD H. SCHULZE, Inc.

Direct Mail Advertising

38th Floor Woolworth Building New York City

*When you visit New York come up and
enjoy the view from our offices*



Small vs. Large Advertising Agencies

(Continued from page 216)

mass production, and if the business is efficiently operated, the *percentage* of profit on sales is likely to increase as the *volume* increases. Such a condition is almost impossible in the agency business, because the gross profit is definitely limited by the publisher's commission of 15%. True, savings can be made here and there through better organization, and by applying fixed overhead charges against an increasing volume of billing, but with the growth of the business comes unavoidable added expense which the small agency does not have.

The small or new agency is not highly departmentized. It has no research organization, nor an expensive data department. It probably has no copy department as such; there will be several people, including the owners, who write copy, but the agency also depends on outside free-lances who are known to be expert in preparing certain kinds of copy. These men are called in when there is work for them, but at other times they are not adding to the overhead. So it is with art work.

What Large Agencies Earn

The large agency must have all of these people and many more—because as the number and size of their accounts increase it becomes more and more necessary to have workers within the organization to prepare the work for clients.

Therefore there is a penalty imposed for growth. The larger the agent becomes, the more of a gamble he takes. It's all very well when business is rolling in fast, and steadily, but when any slump comes the large agent is hung up with a lot of fixed overhead expenses in the shape of rent, furniture, and the like, plus an organization of people that for various reasons he cannot demobilize over night.

I saw the other day the earnings statement covering the past five years of one of the very large agencies—one that has an excellent reputation, and that is looked up to by other agents as a leader and a model. That agency showed an average profit on its billing of two per cent. The highest that it ever had in any single year was three per cent. And the profit wasn't hidden by fancy salaries to the officers! The president, one of the best known men in the agency business, was receiving a very modest remuneration—probably less than half the average salary of the presidents of any of the companies he was serving as an agent.

So it was very easy to believe that man when he said, "I wouldn't be in the agency business if I didn't love it, because the same amount of ability applied to a manufacturing business would bring me much greater returns financially."

A manufacturer of a drug specialty was telling me of his experiences with agents, covering many years. "I happen to be one who prefers the small or moderate-sized agency, but there is such a thing as going to an extreme, as we did

once. I gave our account to a man in whom I had the utmost confidence and respect, but shortly after he took the account he died—and his agency died with him. It was just a one-man affair. And if I wanted advice and counsel from the best brains in an agency I would not go with one of the very largest ones—unless my account was so large that I could rightfully demand a lot of their time."

That seems to be a sound summing-up from the advertiser's side. And this is what a successful agent says about the size of the client: "A profitable advertiser is more a matter of the character of man than the size of his expenditure. A small account from a man who is a business-builder is pretty sure to grow into a large and profitable account in a reasonable number of years."

Perhaps the heading of this article led you to think that someone would attempt to give an answer that would apply to any advertiser or any agent, of the question, "which is best, the large or the small agency?"

I wouldn't attempt it. The advertiser and the agent must be matched together. In these articles I have refrained from evolving any ready-cut theories to be applied to any business.

When You Need Money For Sales

A Credit Drama in Three Acts

(Continued from page 212)

Mr. Woodruff: Know the details of their plan?

Both: No.

Mr. Woodruff: They were organized to sell post holes, and you know what a wonderful market they had—1000 to every farmer in the country and then they had contracted with the Bell Telephone for one million—they planned to monopolize the post hole business of the country. A clean market. Their first problem was that of getting post holes to sell. This was easy—they bought an option on all of the dry oil well holes in the Southwest, and as each oil well had 5000 feet of hole which could be split into five thousand post holes, you can get some idea of what a shrewd move these options were. But they figured this wouldn't take care of the market so they bought an option on the Grand Canyon of Colorado, planning to cut the holes up in this for the bigger orders—

Mr. Shipman: (Rising angrily) Mr. Banker we didn't come in here to be kidded—I—

Mr. Woodruff: Not at all gentlemen—that isn't my business—as I told you when you came in I thought you were in the wrong place, and I still think you are. There's a place down the street here that handles good propositions like yours. We wouldn't dare make that much money—it's against our policy. (Rising and walking toward the door.) I'm sorry. (Disappearing down the hall) Good day, gentlemen.

The End.



Part of a battery of 24 Rand Traco Cabinets used by the Fuller Brush Co., Hartford, Conn.

—and the Fuller Brush Company Chose Rand Visible Picturized Records

THEY needed *up-to-the-minute* information on more than four thousand salesmen. They had to know *daily* conditions in several hundred sales territories. Nearly *twenty thousand records* were involved. Rand Equipment was installed and now the desired *information is instantly available*, because—

- High light facts are charted and pictured on each record with Rand Colored Signals.
- the records are faster to refer to by 300%.
- 100% more entries can be made daily.

In other words, "*facts stare them in the face*," while *upkeep cost is greatly reduced*.



Here's What They Say About It

"The Rand Visible Card System installed some time ago has proved highly satisfactory. A record of thousands of salesmen with their up-to-the-minute address, credit arrangements, numbers, etc., is kept by this means and provides instant reference. As a follow-up, the colored signals are a great time saver. Important information can be located at a glance."

"We use Rand Equipment in the Home Office at Hartford and in our distributing stations supplying all points in the United States, Canada and foreign countries. We take pleasure in recommending Rand."

THE FULLER BRUSH COMPANY.

Your business may not be brushes, but if dependable records, operated at lower cost, with greater usefulness, mean anything to you, write today for the story of Rand Visible Picturized Records. Or 'phone the Rand representative in your city.

Rand Company, Inc., 601 Rand Building, North Tonawanda, N. Y.

RAND

VISIBLE CARD SYSTEMS

ASK ANY BANK OR BUSINESS CONCERN ABOUT RAND



Sales Ammunition!

SALES MANAGERS today are conquering the field by equipping their men with the "proofs positive"—actual photostatic fac-similes of testimonials and big orders received from enthusiastic buyers.

We are providing them with hundreds of copies, including in many cases reproductions of every order received. If the bulk is too great for the salesman's portfolio, the copies are reduced and three or four arranged attractively on the letter size sheet. The results they are realizing from displaying this convincing proof are indeed substantial.

SPECIAL REDUCTION FOR YOUR 1923 CAMPAIGN

In effect to January 31, 1923

100 prints from any number of originals \$18.00

50 prints from any number of originals \$9.50

Any smaller quantity, each 20c

We can copy anything—in the original size, enlarged or reduced. Saves cost of plates and composition. Quicker too.

To prove the excellence of our work, we will make a sample print for any "Sales Management" reader. Send letter or small clipping. No charge for sample.

Commercial Photo-Print Co.
45-49 William Street New York City

How to Sell at Retail

the new book by W. W. Charters, Director of Research Bureau for Retail Training, Carnegie Institute of Technology.

Written by a new method—based on facts, not theories. From seven big department stores Mr. Charters got the names of their 300 best salespeople. He and his associates then interviewed this picked body of experts, studying minutely the methods employed by each, and learning just what it was that enabled these men and women to sell more goods than any one else. The book tells what he learned.

FILENE'S, the famous Boston store, writes: "It is the only book of its kind we have ever read that seemed to be a profitable investment for every retail salesperson. In it you will find the explanation of that sale that you did not know how to handle. We would strongly recommend that every one who is interested in better methods of selling read this book."

Pin or copy the approval coupon on your letterhead.

E. M. DUNBAR, 1913 ROWENA STREET,
BOSTON 24, MASSACHUSETTS.

Send me "How to Sell At Retail," \$3.00 postpaid. I enclose \$3.00, satisfaction or refund assured; or send bill and I will either pay it, or return the book, within 3 days of its arrival.

Name.....
Address.....

TIPS



If you didn't read the series of articles in *Collier's* on "Too Many Retailers" here is the opportunity to read them in collected booklet form, this grouping providing a better perspective on one attitude toward some of our distribution difficulties. "Every manufacturer and jobber who sells to retailers," says the author, "finds his own selling costs mounting because his salesmen have to call on too many concerns and because the great majority of these concerns have a volume of business which is too low to permit them to place large orders or get rapid turnover." Here is a controversial topic interestingly treated, and much material for thought and plan can be gained by writing for the booklet "Too Many Retailers" by W. D. Shepard, available from the Crowell Publishing Company, 381 Fourth Avenue, New York.

Quite apt is the characterization of "A Survey of the Milwaukee Market" in that it is "interesting as a survey of a great American market, showing consumer popularity, dealer distribution and volume of trade." It is a voluminous document of 343 pages, but unusually complete in its breadth of information and statistical exactness. Primarily, the Survey has to do with the sale and distribution of food products and allied household articles, but the market facts presented may well be adapted to any plan relating to selling in the Milwaukee market. Obtainable from *The Journal*, Milwaukee, Wisconsin.

From a page graphically presenting New York's trading area to the end of page 24, a recent booklet called "A Study of the New York Times" affords substance whereby sales managers may gain information about New York, its mediums and its buying power, on even a broader basis than the booklet title would seem to indicate. As might well be expected, many argumentative factors are introduced, but the text matter and charts enable the reader to add to his store of information still a further point of view on reaching and entering the New York market. Available from *The Times*, Times Square, New York City.

"Fourteen Ways To Better Business" is not a booklet at all, but in simple folder form provides an impressive picture of check-up methods whereby sales plans may be effectively completed. As the author of the chart points out, its purpose is "to suggest general means to an end—general ways in which business may be increased," and the fourteen ways are presented largely that no channel for business development may be overlooked in rounding out the original

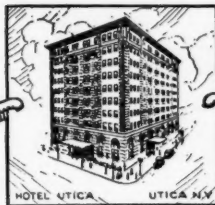
selling plans. The folder is to be obtained from Johnson, Read & Company, 202 S. State St., Chicago, Illinois.

"Automotive Markets" are amazing in extent, to credit the suggestions offered in a booklet of that title issued by the Reuben H. Donnelly Corporation, 320 E. 21st St., Chicago. While exploiting Donnelly service in connection with mailing lists as one means toward reaching this market, there is a great deal of tabulated information with regard to state registrations of various special makes of cars and motorcycles, one table, indicating that almost three and one-half million passenger cars are owned by farmers, presents complete estimates by states.

Sales managers who have a keen eye fixed on "a billion dollar market" will find much to capture their interest in a portfolio just issued by *The Philadelphia Record*. In addition to information about the newspaper, which naturally would be expected in such a presentation, some impressive statistics are introduced pointing out the tremendous sums Philadelphia spends for food products, clothing, building materials, fuel, automobiles, accessories, incidentals, and the like. Other points of special value are a detailed list of wholesale distributors, a map of Philadelphia trade routes and an exhaustive tabulation of smaller cities and towns in the Philadelphia trading territory reached by *Record* circulation. Copies may be obtained by addressing the Advertisers' Service Bureau, *The Record*, Philadelphia, Pa.

There is such an intimacy of interest between the work of the salesmen and the printed literature of the house, which supplements personal work, sales managers cannot but be interested in a brochure issued by the American Writing Paper Company, entitled "Irresistible Evidence." On the surface there is a rather remote connection between sales plans and methods, and printing, but a sales manager's interests must naturally be versatile and in addition to the utility value of the booklet mentioned, any man who has an appreciation for beauty will find himself well repaid by asking for a copy, addressing the Advertising Department, American Writing Paper Company, Holyoke, Mass.

"I want to take this opportunity to compliment you on the wonderful strides you have made with SALES MANAGEMENT. It seems to get better with every issue. Every sales manager ought to have it on his desk."—James A. Lytle, Corona Typewriter Sales Company, St. Louis.



HOTEL UTICA UTICA N.Y.

UNITED HOTELS CO. OF AMERICA *The Hallmark of Hospitality*



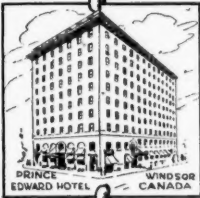
THE BANCROFT WORCESTER MASS.

The Home Idea in Hotel Operation

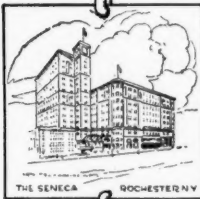
Seventeen real Centers of Hospitality for Travelers seeking Rest, Food and Recreation. Each in the Heart of an Important City.

MODERN FIREPROOF
REASONABLE RATES

Luxury and Comfort Without Extravagance



PRINCE EDWARD HOTEL WINDSOR CANADA



THE SENECA ROCHESTER N.Y.



THE STACY-TRENT TRENTON N.J.



THE PORTAGE AKRON OHIO



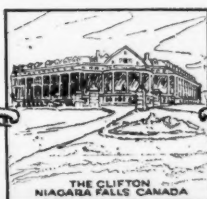
THE ONONDAGA SYRACUSE N.Y.



THE ROBERT TREAT NEWARK N.J.



THE MOUNT ROYAL MONTREAL CANADA



THE CLIFTON NIAGARA FALLS CANADA



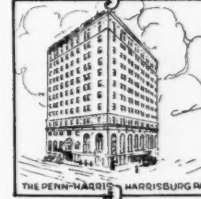
THE DURANT FLINT MICHIGAN



ROYAL CONNAUGHT HAMILTON CAN.



THE LAWRENCE ERIE PENNA.



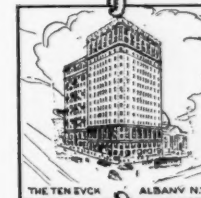
THE PENN-HARRIS HARRISBURG PA.



HOTEL ROCHESTER ROCHESTER N.Y.



KING EDWARD HOTEL TORONTO CANADA



THE TEN EYCK ALBANY N.Y.

- | | |
|------------------------|---|
| THE BANCROFT | WORCESTER, MASSACHUSETTS |
| | Charles S. Averill, Mgr. |
| THE TEN EYCK | ALBANY, NEW YORK |
| | Harry R. Price, Mgr. |
| HOTEL UTICA | UTICA, NEW YORK |
| | Walter Chandler, Jr., Mgr. |
| THE ONONDAGA | SYRACUSE, NEW YORK |
| | Proctor C. Welch, Joseph E. Grogan, Mgrs. |
| THE SENECA | ROCHESTER, NEW YORK |
| | B. F. Welty, Mgr. |
| HOTEL ROCHESTER | ROCHESTER, NEW YORK |
| | Lewis N. Wiggins, Mgr. |
| THE ROBERT TREAT | NEWARK, NEW JERSEY |
| | Charles A. Carrigan, Mgr. |
| THE STACY-TRENT | TRENTON, NEW JERSEY |
| | Charles F. Wicks, Mgr. |
| THE PENN-HARRIS | HARRISBURG, PENNSYLVANIA |
| | H. S. McDonnell, Mgr. |
| THE LAWRENCE | ERIE, PENNSYLVANIA |
| | W. A. Cochran, Mgr. |
| THE PORTAGE | AKRON, OHIO |
| | Harry Halfacre, Mgr. |
| THE DURANT | FLINT, MICHIGAN |
| | George L. Crocker, Mgr. |
| THE MOUNT ROYAL | MONTREAL, CANADA |
| | Vernon G. Cardy, Mgr. |
| KING EDWARD HOTEL | TORONTO, CANADA |
| | L. S. Muldoon, E. R. Pitcher, Mgrs. |
| ROYAL CONNAUGHT | HAMILTON, CANADA |
| | A. E. Carter, Mgr. |
| THE CLIFTON | NIAGARA FALLS, CANADA |
| | Open May to September |
| PRINCE EDWARD HOTEL | WINDSOR, CANADA |
| | N. P. Mowatt, Mgr. |
| THE ROOSEVELT | NEW YORK CITY |
| | Building |
| THE OLYMPIC | SEATTLE, WASHINGTON |
| | Building |
| THE ALEXANDER HAMILTON | PATERSON, N. J. |
| | Building |

UNITED HOTELS COMPANY OF AMERICA

Frank A. Dudley, President
 Frederick W. Rockwell, Vice-Pres. J. Leslie Kincaid, Vice-President
 Horace L. Wiggins, Vice-President D. M. Johnson, Secretary
 Geo. H. O'Neil, Gen. Mgr. Canadian Hotels

Executive Offices
 25 WEST 45th STREET, NEW YORK

HOTEL SECOR

TOLEDO, OHIO

338 ROOMS

Rooms with Lavatory and Toilet
\$2.50 to \$3.00

Rooms with Bath \$3.00, \$3.50
\$4.00 and \$5.00

Two Restaurants & Lunch Room

J. A. HADLEY
Manager

MORRISON HOTEL

The Hotel of Perfect Service
Chicago

44 rooms
at \$2.50

174 rooms
at \$3.00

292 rooms
at \$3.50

295 rooms
at \$4.00

249 rooms
at \$5.00
and up

1000 Rooms
Each
With Bath

The Home of the
Terrace Garden
Chicago's Wonder Restaurant

THE PRINCE GEORGE

New York

1000 Rooms, All With Baths

Highest standards. Moderate prices. Unexcelled cuisine. All comforts and conveniences. Central location, near shops and theatres. One block from Elevated and Subway Stations.

Room and bath for one person \$2.50 and up; Two persons \$3.50 per day and up.

Fifth Ave. & 28th St., New York
GEORGE H. NEWTON, Manager

RITTENHOUSE HOTEL

22nd & Chestnut Streets
Philadelphia, Pa.

Rooms with hot and cold running water, \$2 up

Rooms with bath, \$3 up

Club Breakfast, 50c up

Special Luncheon, 90c

Evening Dinner, \$1.25

As well as service
a la carte

Music During Luncheon
Dinner and Supper

Convenient to Everywhere

WHY shouldn't hotel accommodations be purchased on a quality basis?

All companies are now emphasizing the economy of quality. In the type of men selected as representatives, in advertising, as well as in the product itself, extreme care is taken to maintain a high reputation.

Just as all these things are kept high class so should the home of the salesmen while on the road be selected with the same discrimination. We fail to appreciate that hotels giving superior service and accommodations must charge for them. It's the same old story of paying a little more for quality—quality in this case being those things which add to the comfort and well-being of the salesmen.

Sending salesmen to a good hotel is economy in the long run, as it is the well contented salesman who produces business.

Patronize these hotels

HOTEL CLEVELAND

Cleveland, Ohio

Discriminating sales executives and their salesmen prefer the Cleveland. Strictly modern in every respect. Serv-a-dor equipment in all rooms. Floor clerks on each floor.

1000 Rooms—1000 Baths

Plan your next convention and make your appointments at the Cleveland.

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The three modern hotels
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Largest and Finest Hotel in the Northwest

Sales Managers are awaking to the possibilities of "The Curtis" as their Minneapolis headquarters

One Full Block of Beautiful Lobbies and Amusement Rooms

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75 Rooms with Bath, \$2.00 for one person
\$3.00 for two

325 Rooms with Bath, \$2.50 for one person
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200 Rooms with Bath, \$3.00 for one person
\$4.00 for two

Others with Bath, \$4.00 to \$10.00

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300 ROOMS

Make your appointments—
Entertain your customers—
Hold your conferences—
Stay at the Touraine

Boylston and Tremont Streets
J. R. WHIPPLE COMPANY

HOTEL SENECA

350 ROOMS

The comforts and convenience of the Seneca make it a favorite stopping place with sales managers and their salesmen when in Rochester. Test our service.

B. F. WELTY, Manager
Rochester, N. Y.

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European, Rates \$1.50 up
Room with private bath \$2.50 up
Most centrally located hotel
in Pittsburgh. Absolutely
fireproof

L. FRED KLOOZ, President

Hotel News

The formal opening of the new Mount Royal Hotel in Montreal, Canada, was held on December 20th. George O'Neil is managing director of this latest unit of the United Hotels Company which is said to be the last word in hotel construction, equipment and furnishing. The Mount Royal is a magnificent hotel, containing 1,058 guest rooms with bath, public spaces on a luxurious scale, with large lobby, restaurants and roof restaurant. Sales executives who have occasion to visit Montreal will be pleased to know that the Mount Royal is located on one of the most desirable sites in this Canadian city.

If you are headed toward Northern Indiana in the near future you can expect to find new hotels at some of the important points. J. H. Well, proprietor of the New Hotel Elkhart at Elkhart, Indiana, expects to open it January 1st. Work is to begin at once on a new \$500,000 hotel at Hammond, Indiana, which will contain 225 rooms and have 20 store-rooms on the first floor.

Of interest to travelers who stay in Denver, Colorado, over the week end, is the announcement by proprietor Samuel F. Dutton of the Albany Hotel that a men's Bible class now meets every Sunday at the hotel and guests of the hotel are invited to participate in the exercises. This follows the lead of several New York hotels that are having services each Sunday in their auditoriums.

Sales managers expecting to visit Atlanta, Georgia, this summer will be glad to know that work is under way on a 125-room addition to the Hotel Ansley, operated by the Dinkler Hotels Company. The addition is being built to meet the demand for rooms anticipated next summer when many big conventions will come to Atlanta. The contract calls for completion of the work by June 1st, but a bonus has been offered to the contractors if they succeed in having the new section ready for the International Kiwanis Convention, due on May 28th.

At last Urbana, Illinois, the seat of the University of Illinois, is to have a modern fireproof hotel. A month ago the plans for a 100-room hotel of English Inn design were completed and adopted and it is contracted to be finished by August 1st, 1923. This will be good news to the thousands of sport lovers who will journey down to Urbana next fall to witness football games in the new \$1,700,000 stadium.

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Special Attention to Pool Car Distribution

*Uptown
Chicago's
Most Favored
Hotel*

*500 Rooms
all with bath*



Sheridan-Plaza Hotel

Sheridan Road at Wilson Ave., Chicago

UPTOWN CHICAGO has come into its own. Thousands of visitors now exercise their strong preference for a hotel on the North Shore. This is especially true of salesmen desirous of efficiently working this rich retail district. In answer to such demands the new Hotel Sheridan Plaza, in the center of Uptown, provides accommodations of surpassing merit at prices relatively very moderate.

The beautiful main restaurant has already attained wide fame and in the Narcissus Grill (cafeteria) food of choicest quality is obtainable at ordinary cafeteria prices.

18 minutes from downtown. Elevated express trains. Surface cars. Motor busses to downtown through Lincoln Park stop at the door.

Large sample rooms.

Wm. B. Smith, *Manager*

Stewart Joins Royal Typewriter Company

W. B. Stewart has resigned as vice-president in charge of sales for the Oliver Typewriter Company, Chicago, and will join the headquarters organization of the Royal Typewriter Company in New York as assistant general sales manager. Mr. Stewart has been connected with the Oliver Typewriter Company in various sales capacities for the past twenty years. He is regarded as one of the ablest executives in the office appliance field.



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SALES EXECUTIVES WANTED

ASSISTANT SALES MANAGER WANTED: To direct national sales campaign of hosiery firm selling direct to retailer, a man 30 to 40 years of age with successful sales experience and proven ability as executive and organizer. Man with college education preferred. Need not know textiles, but experience with retail trade distribution problems essential. Position offers unusual opportunity. To secure interview write full details to 152, Sales Management, 1801 Leland Ave., Chicago.

POSITIONS WANTED

Wanted: Connection by sales manager now employed but seeking larger field of opportunity in which he can invest his own capital. Twenty years experience in selling end of present business. Would like connection where sales promotion experience, executive ability, good judgment growing out of a large experience in business, absolute reliability and energy are called for—age 46—married. Box 157, Sales Management, 1801 Leland Ave., Chicago, Ill.

SALESMEN'S APPLICATION BLANKS

Send for free samples of the 1923 Dartnell Standard Form now used by over 1500 different concerns in employing salesmen. Searching without being inquisitive. Based on application blanks used by leading employers of salesmen. Price \$6.00 a hundred. Imprinting with firm name \$1.00 extra. The Dartnell Corporation, 1801 Leland Ave., Chicago.

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LINES WANTED

Mr. Sales Manager: If you have an article or service of merit which can be marketed by mail to legal or allied professions, let us know about it. Box 150, Sales Management, 1801 Leland Avenue, Chicago.

Aggressive sales organization wants lines for distribution in Milwaukee and vicinity. Can furnish bond, financial and business references. Write Brown-Dunlop, P. O. Box 1100, Milwaukee, Wis.

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Have a letter written on any of the standard makes of typewriters.

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